

UNIVERSITY OF GHANA, LEGON
COLLEGE OF AGRICULTURE AND CONSUMER SCIENCES
DEPARTMENT OF AGRICULTURAL EXTENSION

**A COMPARATIVE STUDY OF THE REPRESENTATIONAL CAPACITY OF
THREE APEX FARMER ORGANISATIONS IN GHANA**

BY
AMOAKO, BENITA OWUSUAA
(10396016)

**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN
PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF MPhil
AGRICULTURAL EXTENSION DEGREE**

MAY, 2015

VISIT...

LANZAROTE
Caliente.COM

DECLARATION

I, Benita Owusuaa Amoako, do hereby declare that except for the references made to other people's work which have been duly cited, this thesis is the result of my own research. I hereby declare that this thesis has neither been presented in whole or part for the award of another degree in the university or elsewhere.



AMOAKO, BENITA OWUSUAA
(STUDENT)

10th January, 2016

DATE

DR. COMFORT FREEMAN
(MAIN SUPERVISOR)

DATE

DR. PASCHAL B. ATENGDEM
(CO-SUPERVISOR)

DATE

Abstract

Most Apex Farmer Organisations continually state as part of their mission and objectives that they exist to “represent farmers’ interests and give farmers a voice”; however, most farmers’ have not benefitted much from these Apex Farmer Organisations. The study was structured to assess the representational capacity of three Apex Farmer Organisations in Ghana: Apex Farmer Organisation of Ghana (ApFOG), Ghana Cocoa Coffee Sheanut Farmers’ Association (GCCSFA) and Peasant Farmers Association of Ghana (PFAG); in representing the interests of their primary farmer groups and meeting the expectations of the farmers’. This study used the case study/ survey research methodology with a sample size of 205 farmers and leaders of the Apex organisations within the Central, Eastern and Greater Accra regions of Ghana. Primary data was collected by the use of interviews and questionnaires. Data was analysed using inferential and descriptive statistics. Using the three different dimensions of capacity representation namely: formal, descriptive and participatory representation; the study found that all three organisations have some form of formal representation but are low in participatory representation. However, ApFOG and GCCSFA had a high descriptive representation score than PFAG. Externally, they are all affected by the economy and policy situation of the country. In satisfying the needs of the farmers with regards to certain services, using the Kruskal-Wallis test, GCCSFA ranked highest, followed by ApFOG and then PFAG. It can be recommended that, these three Apex Farmers’ Organisations need to restructure and make their farmers aware of what they do and interact more with their farmers so that the farmers do not have expectations that the Apex organisations cannot meet.

Dedication

This thesis is dedicated to my father, Mr. Opoku- Amoako, my mother Diana Maa-Mamley Yotsuru Opoku-Amoako of blessed memory; my siblings and entire family for their encouragement, support and prayers.

Acknowledgement

My sincerest and profound heartfelt gratitude goes to my supervisor, Dr. Comfort Freeman, for being my lecturer and supervisor. I am grateful to her for her insight, her dedication, time and immense contribution to this work. I also thank my co-supervisor, Dr. Paschal B. Atengdem for his contributions to this work. I thank Prof. O. Sakyi- Dawson of blessed memory, for his insight, time and contributions towards this work. I also thank Dr. J. N. Anaglo, for his time and his help, for the many times he had to read through some of my works to help in the corrections especially before seminars. I am grateful to Dr. S. D. Boateng.

I say God bless you all and may you never lack anything good.

I am grateful to Rev. Fr. Wisdom Larweh and Rev. Fr. Anthony Afriyie Amponsah, for their time, counselling, encouragement and help; to my friends, Alex, Selassie, Gifty Marian, Imelda and Goldie, for their immense support and encouragement and to Vessels of Worship and my roommate Ellen Acquaye, for being my family away from home and to Nana Gyan Quaicoe for his encouragement.

To my course mates, Shaibu, thank you for your patience and time and for the help you gave; Nasiru, Aikins, Debrah, Afia, Zimi, Jonathan, Kweku, and Esther thank you all

GOD RICHLY BLESS YOU ALL!!!

Table of contents

Declaration.....	I
Abstract.....	II
Dedication.....	III
Acknowledgement.....	IV
Table of Contents.....	V
List of Figures.....	IX
List of Tables.....	X
List of Abbreviations.....	XII
CHAPTER ONE: INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background.....	1
1.2 Research Problem.....	5
1.3 Research Questions.....	8
1.4 Objectives.....	9
Main Objectives.....	9
Specific Objectives.....	9
1.5 Scope of the Study.....	9
1.6 Relevance of the Study.....	10
1.7 Operational Definition of Terms/ Concepts.....	10
1.8 Organisation of Remaining Chapters.....	11
CHAPTER TWO: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK.....	12
2.0 Introduction.....	12
2.1 Farmer (Producer) Organisations.....	12
2.1.1 Characteristics of Farmer Organisations.....	14
2.1.2 Functions of Farmer/ Producer Organisations.....	15

2.2 Representation as a Function of Apex Farmer Organisations.....	17
2.3 Farmers Organisations as Interest Groups representing Farmers’ Interests	22
2.4 Farmers’ Expectations of Apex Farmer Organisations.....	23
2.5 Factors Influencing the Effectiveness of Farmers’ Organisations.....	27
2.5.1 The Organisation Itself.....	27
Hierarchy and Leadership Within the Organisation.....	29
2.5.2 The Individuals within the FO.....	30
2.5.3 The Environment.....	30
2.6 Smallholder Agriculture in Ghana.....	35
2.7 Conceptual Framework.....	36
2.8 Chapter Summary.....	38
CHAPTER THREE: METHODOLOGY.....	39
3.0 Introduction.....	39
3.1 Research Design.....	39
3.2 Population of Study.....	40
3.2.1 Study Areas.....	40
3.3 Sampling Technique and Sample Size.....	43
3.4 Data Collection.....	45
3.4.1 Primary Data Collection and Sampling Techniques.....	45
3.4.2 Secondary Data Collection.....	45
3.4.3 Data Collection Instruments.....	46
3.5 The Data Collection Procedure.....	47
3.6 Methods of Data Analysis.....	48
3.7 Challenges of Study.....	49
CHAPTER FOUR: HISTORY AND PROFILE OF FARMER ORGANISATIONS FROM PAST TO PRESENT.....	50

4.0 Introduction.....	50
4.1 History of Ghana Cooperatives and Farmer Organisations to Date.....	50
4.1.1 Cooperatives Worldwide.....	50
4.1.2 Cooperatives and Farmer Organisations in Ghana.....	52
4.1.3 Apex Farmer Organisations then (from 1957- 1990s): The United Ghana Farmers Council (UGFC).....	54
4.2 Current Apex Organisations in Ghana (1992 to Date).....	57
4.2.1 Apex Farmer Organisations Ghana (ApFOG).....	57
4.2.2 Ghana Cocoa Coffee Sheanut Farmers Association (GCCSFA).....	59
4.2.3 Peasant Farmers Association of Ghana (PFAG).....	61
4.3 Chapter Summary.....	64
CHAPTER FIVE: FINDINGS AND DISCUSSIONS.....	65
5.0 Introduction.....	65
5.1 Background Information and Characteristics of Farmers' Groups.....	65
5.1.1 Background Information of Farmers Groups.....	66
5.1.2 Background and Characteristics of Farmers.....	74
5.2 Farmers' Expectations and Satisfaction with Services of Apex Organisations.....	77
5.2.1 Farmers' Reasons for Joining AFOs and Expectations of Apex Organisations.....	78
5.2.2 Farmers' Perceptions of Services from Apex Organisations.....	87
5.2.3 Nature of Assistance Farmers' Receive From Apex Organisations...	100
5.3 Representational Capacity of the Apex Organisations.....	103
5.4 Internal and External Factors Influencing AFOs Representational Capacity.....	113
5.4.1 Internal Factors.....	114
5.4.2 External Factors.....	118
CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS.....	122

6.0 Introduction.....	122
6.1 Summary.....	122
6.2 Conclusions.....	123
6.3 Recommendations.....	124
REFERENCES.....	125
APPENDICES.....	137

List of Figures

	Page
FIGURE 2.1 Factors that influence the effectiveness of organisations.....	34
FIGURE 2.2 Conceptual Framework.....	37
FIGURE 3.1 Methods of Data Collection.....	46
FIGURE 4.1 Apfog Organisational Structure.....	59
FIGURE 4.2 GCCSFA Organisational Structure.....	61
FIGURE 4.3 Organisational Structure Of PFAG.....	63

List of tables

	Page
Table 2.1 Dimensions of Representation.....	21
Table 3.1 Number and Location of Respondents of the Study.....	44
Table 3.2 Data Collected From the Study.....	47
Table 3.3 Methods of Data Collection and Analysis by Objectives.....	49
Table 5.1 Background Information of Farmer Groups.....	73
Table 5.2: Frequency Table Of Sex Distribution Of Respondents.....	74
Table 5.3 Identification Of Group Members.....	76
Table 5.4 Apex Membership Identification.....	76
Table 5.5 Reasons for Joining Apex Organisations.....	79
Table 5.6 Farmers' Expectation With Respect To Farm Inputs.....	81
Table 5.7 Farmers' Expectations With Respect To Equipment.....	82
Table 5.8 Farmers' Expectations with Respect to Post Harvest Services.....	83
Table 5.9 Zonal Coordinator's Knowledge of Farmers' Expectation.....	84
Table 5.10 Chief Farmers' Knowledge of Farmers' Expectations.....	85
Table 5.11 Focal Person's Knowledge of Farmers' Expectations.....	86
Table 5.12 Importance of Services to Farmers.....	89
Table 5.13 Farmers' Satisfaction with Services Rendered By Apex Organisations.....	89
Table 5.14b Kruskal-Wallis Chi-Square Organisational Test.....	98
Table 5.14a Kruskal-Wallis Mean Rank of Importance and Satisfaction.....	99
Table 5.15 Assistance from National Leaders (APFOG).....	101
Table 5.16 Assistance from National Leaders (GCCSFA).....	101
Table 5.17 Assistance from National Leaders (PFAG).....	101
Table 5.18 Farmers' Assessment of Apex Organisations.....	101
Table 5.19 Farmers' Relationship with National Leaders (APFOG).....	103
Table 5.20 Farmers' Relationship with National Leaders (GCCSFA).....	104

Table 5.21 Farmers' Relationship with National Leaders (PFAG).....	104
Table 5.22 Communication Channels between Apex and Constituents.....	105
Table 5.23 Mode of Leadership Selection.....	106
Table 5.24 Mode of Leadership Selection within the Organisations.....	106
Table 5.25 Number of Years of Farming and Farm Sizes.....	109
Table 5.26 Farmers' Involvement in Decision Making and Policy Formulation.....	111
Table 5.27 Some Features Of Apex Farmer Organisations.....	115

List of Abbreviations and Acronyms

ACET	African Centre for Economic Transformation
ADRA	Adventist Development and Relief Agency
AFOs	Apex Farmer Organisations
AGC	Alliance of Ghana Cooperatives
AGM	Annual General Meeting
AGRA	Alliance for Green Revolution in Africa
AgSSIP	Agricultural Services Sub-sector Investment Project
AIDFCS	Ashaiman Irrigation Development Farmers' Cooperative Society
ANOVA	Analysis of Variance
ApFOG	Apex Farmer Organisations Ghana
ATCIC	Ada Tomato Cluster Initiative Cooperative
BAC	Business Advisory Centre
CGA	Cocoa Growers Association
CPP	Convention People's Party
CRIG	Cocoa Research Institute of Ghana
CSIR	Council for Scientific and Industrial Research
DoC	Department of Cooperatives
FAO	Food and Agriculture Organisation
FARA	Forum for Agricultural Research in Africa
FASDEP	Food and Agricultural Sector Development Policy
FBOs	Farmer Based Organisations
FOs	Farmer Organisations
FRI	Food Research Institute
GAP	Good Agricultural Practices

GCACSA	Gold Coast Agricultural and Commercial Society of Accra
GCCSFA	Ghana Cocoa Coffee Sheanut Farmers Association
GFAP	Ghana Federation of Agricultural Producers
GIDA	Ghana Irrigation Development Authority
GNAFF	Ghana National Association of Farmers and Fishermen
GPRS	Growth and Poverty Reduction Strategy
GSGDA	Ghana Shared Growth and Development Agenda
ICA	International Co-operative Alliance
IFDC	International Fertiliser Development Corporation
METASIP	Medium Term Investment Plan
MoFA	Ministry of Food and Agriculture
NCC	National Cooperative Council
COCOBOD	Cocoa Marketing Board
NGOs	Non-Governmental Organisations
OjOFA	Opeemi ji Odlomi Farmers Association
PFAG	Peasant Farmers Association of Ghana
POs	Producer Organisations
REP	Rural Enterprises Project
RPOs	Rural Producer Organisations
RTIMP	Root and Tuber Improvement Project
SEFFCSL	Senya Edikanfo Fishmongers and Farmers Cooperative Society Limited
SSA	Sub-Saharan Africa
UGFC	United Ghana Farmers Council
USA	United States of America
WFO	World Farmers Organisation

WiNGPS Women in Need Gari Processing Society

CHAPTER ONE

INTRODUCTION

1.0 Introduction:

This chapter introduces the whole thesis. It gives the background to the study, the research problem, objectives of the study and hypothesis. The scope of and reasons for the study are also found in this chapter.

1.1 Background:

Farmers the world over, in a bid to improve upon their farming practices and increase their profits come together to form Farmer Organisations (FOs) to help themselves.

FOs have been recognised as a means for farmers to gain access to the support they need to improve their livelihoods and food security (Wayne, 2011). FOs can be found at the regional, national and international levels. They may be commodity- specific i.e. they are united by the particular kinds of crops they grow e.g. Cashew Growers Association, Tomato Producers Association and Guinea Fowl Farmers Association or they may be general i.e. they come together regardless of the type of agricultural production they are involved in e.g. Atwima District Farmers Association, Award Winning Farmers Association and Akomadan Food Crop Farmers Association.

Farmer Organisations have been defined on the FBO Ghana website as

“A group of farmers who come together to promote their businesses” (fboghana.org).

The FBO Ghana website outlines the potential of these FOs as follows:

- Strengthening farmers bargaining power in the market place
- Ensuring equity in access to information and physical inputs
- Providing access to cost-effective extension service delivery systems.
- Promoting the interest of farmers.
- Providing a platform for the discussion of issues relevant to farming.

Apex Farmer Organisations (AFOs) are farmer organisations that bring farmers together as one unit and are the representative bodies of farmers (van der Merwe, 2006). They represent farmers at both the national and international levels. Though different in structure and function, these apex bodies when studied critically all have the same purpose:

- to give farmers a voice and an identity (Pertev, 1994)
- to help increase farmers’ bargaining power
- to improve upon the position of farmers in the value chain
- to represent the social capital of farmers that is crucial for the necessary transformation of the agricultural sector especially in Africa (Asante et al., 2011; IFAD and ROPPA, 2010).

AFOs represent farmer groups beyond the community level. Most FOs are only found within communities and regions; the AFOs unite farmer groups across a country and countries.

The body that handles FOs the world over is the World Farmers’ Organisation (WFO); which is an international organisation *of farmers for farmers* (WFO website). The WFO aims at bringing

together all the national producer and farm cooperative organisations with the objective of developing policies which favour and support farmers” causes in developed and developing countries around the world and represents them globally. According to the WFO, their aim is to strengthen the state of farmers” in their various countries with respect to their position in the value chains with smallholder agriculture being their main target. They also believe that by being the support and voice of farmers, farmers” become better able to manage their own businesses, gain information, carve their way best into the markets and are fairly represented in issues of international policy making. WFO is concerned with all issues regarding agriculture including forestry, aquaculture and fisheries, environment, trade, extension, sustainable rural development, sustainable agriculture, research and education. WFO found in most countries all over the world.

Over the past 5 to 6 years, the interest in FOs in Africa and especially Ghana has been growing and emphasis is being placed on promoting FOs. This is because, it is expected that FOs will help to promote smallholders” access to services and participate in agriculture policy formulation. Most of the farmers in the African sub-region including Ghana are smallholder farmers and have been the target for agricultural development and food security of most organisations such as Forum for Agriculture Research in Africa (FARA), Alliance for Green Revolution in Africa (AGRA) and International Fertiliser Development Corporation (IFDC) over the years.

In Ghana, Farmer or Rural Producer Organisations referred to as Farmer-Based Organisations (FBOs) are grouped into 5 major types or categories by fboghana.org:

1. Traditional Associations/ Groups – these are informal groups that have their roots in the value systems and customs of the various ethnic groups e.g. “nnoboa” group, which is informal, ad hoc and traditionally organised by farmers themselves usually temporarily for one season.
2. Multi-Purpose Associations/ Groups – this type is made up of a range of diverse community-based groups, usually organised because circumstances require that the individuals join forces to help each other and also because they need each other’s assistance. This category is usually seen as an effective channel for the delivery of government development services and aid/ support from other external bodies such as NGOs, financial institutions and other government agencies.
3. Informal Contact Groups – these are groups usually used as entry points for organisations such as the Extension Services Directorate of the Ministry of Food and Agriculture.
4. Cooperatives – these are autonomous associations of people who get together voluntarily to meet their common economic, social, and cultural needs and aspirations through jointly owned and democratically controlled organisations.
5. National Farmers’ Organisations – these are usually „umbrella“ organisations of various farmer groups that act as the mouthpiece of these smaller farmer groups and represent them nationally and internationally. They also undertake advocacy and lobbying activities to serve the interest of farmers’. E.g. Ghana National Association of Farmers and Fishermen (GNAFF), Ghana Cocoa Coffee Sheanut Farmers’ Association (GCCSFA), and Ghana Federation of Agricultural Producers (GFAP).

In the Agricultural Policy Sector, FBO development is a practical strategy to increase incomes of smallholder farmers. Organisations increasingly see rural collectivities as key partners to achieve

agribusiness development and governance decentralisation objectives. Salifu et al. (2012) observed that in Ghana there has been renewed interest among both public and private organisations to establish and develop FBOs. This is evident in National Development Policy frameworks such as the Growth and Poverty Reduction Strategy (GPRS II, 2006- 2009), the Medium-Term National Development Policy Framework i.e. the Ghana Shared Growth and Development Agenda (GSGDA, 2010- 2013), the Food and Agriculture Sector Development Policy (FASDEP II), and the Medium Term Investment Plan (METASIP) of the Ministry of Food and Agriculture and the Agriculture Extension Policy and the AgSSIP programme organised by the Government a few years ago. They further noted that,

“this interest is based on the premise that FBOs give farmers bargaining power in the market place, enable cost-effective delivery of extension services, and empower FBO members to influence policies that affect their livelihoods” (p.1).

Like the Government of Ghana, many other NGOs and private investors increasingly see rural collective action as one important means to achieve agri-business development objectives and encourage the establishment of FBOs and Agricultural Cooperatives to improve rural service delivery, economic growth and poverty reduction among farmers. The 2008 World Development Report on Agriculture for Development (World Bank, 2007), also laid emphasis on „smallholder revolution“ to facilitate farmer access to inputs, credits, output markets and technical training and to increase engagement with policy processes to improve coordination within the agricultural sector.

1.2 Research Problem

Despite growing public and private interest and expectations of FOs to promote smallholder agriculture, there is limited evidence on their activities and performance in meeting smallholder farmers' needs.

Over the past two to three decades, much progress has been made with efforts on farmer- first approaches, focusing on developing, promoting and sharing farmer-centred approaches to technology development for agriculture. Further efforts over the last decade have been made to go beyond the farmer, the farm and technology to focusing on markets, value chains, supply systems and all the links between producers and consumers (Scoones et al., 2008). In spite of several successes, important challenges remain especially for smallholder farmers bordering on institutional, political and organisational issues. Jones and Sanyang (2009) in Scoones and Thompson (2009), note that technologies must be accompanied with organisational, policy and institutional changes to enable them to be put into productive use. They further note that smallholder farmers in Africa are unable to adjust to the changing economic and political conditions that influence agricultural policy and practice and this is even made more difficult by the imbalance of power between often inadequately resourced and poorly organised agricultural producers and powerful public and private operators. Farmers and farmer groups do not have the needed capacity to engage with and participate in international trade negotiations and defend their interests in a global and competitive market. Though, most of these smallholders are part of groups that are represented by FOs, it seems that very little is being done for these smallholders-

“Underlying smallholder farmers' lack of access to inputs, land and services is their lack of power and voice” (Fair-trade, 2013, p.4).

The importance of farmer organizations in ensuring a „farmer first approach“ which entails a more interactive approach between farmers and the policy makers (Acharya and Noronha, 2012) and in facilitating demand-driven agricultural development is well acknowledged (Meinzen-Dick, 2009). Farmers join these FOs and handover their voices to them in the hope of having access to markets and having policies formulated that favour them (Asante et al., 2011). It has been noted that, organisations involving and representing farmers can create demand and improve the bargaining power of their members through cooperation and collective action (Ashby, 2009).

The recognition of the potential for farmer organizations in playing this critical role in agricultural development is shown in the calls for and recent renewed efforts to get farmers to become more organized. Sub-regional and national farmer organizations often organized around commodity and or sector value chains have been formed in Sub-Saharan Africa for collective action, policy advocacy and lobbying.

However, Future Agricultures (2009) stressed that a study by Thompson et al. (2008) on the roles, functions and performance of farmer organisations in Ethiopia, Kenya and Mali revealed a mixed record and cautioned against an overreliance (in the short term) on farmer organisations to drive any major changes in the agricultural sector in Africa. The study found that though some FOs had “ made considerable advances in improving members“ incomes through better access to inputs, markets and other services, and a few have shown a capacity to inform and influence policy, many FOs have failed or at best, only partly succeeded”. Jones and Sanyang (2009) also

noted that in FARA's work with national farmer organizations and civil society organisations in Sub-Saharan Africa, challenges have arisen. Among these are the problems of:

- (i) Representation i.e. who is representing and speaking in the name of farmers and farmer groups?
- (ii) Communication and accountability i.e. weak working relationships and poor communication among national organisations and their membership and
- (iii) Inability to influence policy.

Although, there are AFOs that have set themselves out to answer the questions raised by Jones and Sanyang, Stockbridge et al. (2003) found some reasons why this would be a challenge for most AFOs. They state that the effectiveness of these AFOs can be measured in relation to certain goals and objectives they (AFOs) have set for their formation and growth. These factors which may influence these AFOs in being effective and meeting the needs and expectations of their farmers include their leadership styles, organisational structures, membership and their commitments and the environments within which they find themselves.

In Ghana, since the 1990s a number of national/apex farmer organisations representing the various agricultural sectors and commodities have been formed. All these purport to work for and with farmers. The concern however, is with the effectiveness of such organizations in creating demand, giving farmers the much needed voice and in helping them to deal with the issues that hamper agricultural development. Are the earlier concerns expressed about African farmer organisations also true of national farmer organizations in Ghana?

1.3 Research Questions:

Main Research Question:

What accounts for the ineffectiveness of Apex organisations in fully representing their constituent farmer groups?

Specific Research Questions:

1. To what extent are farmers' expectations met by their Apex Farmer Organisations?
2. Do Apex Farmer Organisations have the capacities to represent the interests of their constituent farmers?
3. How do internal and external factors influence the capacity of Apex farmer organisations to represent their members' interests?

1.4 OBJECTIVES

Main Objective:

The main objective of this study is to assess the effectiveness of apex farmer organisations in representing and their contribution to meeting the needs of their constituent farmers.

Specific Objectives:

1. To determine the extent to which farmer groups' expectations are met by their Apex Farmer Organisations.
2. To examine the capacities of Apex Farmer Organisations to represent the interests of their constituent farmers.
3. To find out how internal and external factors influence the capacity of Apex Farmer Organisations to represent the interests of their member constituents.

1.5 Scope of the Study

This study focuses on three Apex organisations and how they represent the interests of their constituents. Though most farmers belong to farmer groups, these groups are registered under certain umbrellas who advocate, lobby and influence certain policies on their behalf.

Studies on Farmer Based Organisations and Farmer Groups have been carried out all over the world; but this study focuses mainly on representation by Apex Farmer Organisations, the extent to which farmers recognise the efforts made on their behalf and the factors that influence Apex Organisations in the representation of their constituents.

1.6 Relevance of Study

The sustainability of Apex organisations is somewhat dependent on being able to represent the interests of their constituents; this goes a long way to keep farmers committed in their various groups since they have their expectations being met. The findings from the study are expected to add to the store of knowledge on Apex Organisations and also to give more insight into the concept of representation and factors that influence its effectiveness within organisations. This study will also help Apex Farmer Organisations in structuring their itinerary with regards to their constituents and involving them in their work. Finally, it will serve as a guide to Apex Organisations in registering and representing the interests of their constituents.

1.7 Operational Definition of Terms/ Concepts

Apex Farmer Organisations: national bodies that represent specific farmer groups beyond the community level.

Farmer Groups: groups of farmers with specific commodities that come together to promote their businesses.

Interests: something that concerns, involves and draws the attention of a person or another.

Expectations: what a person feels should be offered them.

1.8 Organisation of Remaining Chapters

The remaining chapters are organised as follows:

Chapter 2 reviews literature on the contribution of Apex organisations to the development of their member constituents.

Chapter 3 describes how data was collected and analysed and the locations from which the surveys were conducted.

Chapter 4 reviews the journey of farmer organisations from the pre-colonial era to the present day.

Chapter 5 presents the findings, results and discusses the data analysed.

Chapter 6 summarises the entire thesis and makes the required conclusions and recommendations from the study.

CHAPTER TWO

LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK

2.0 Introduction

This chapter is a discussion of similar works done in the same area of study to date and also provides a summary of research done under the various topics to be outlined in this chapter. The chapter gives details of what FOs are, their functions and characteristics and representation in organisations. It also discusses interest groups and why farmer organisations can also be seen as interest groups. It also shows the conceptual framework for the thesis.

2.1 Farmer (Producer) Organisations

There is no specific definition for the concept of farmer or producer organisations; but the online business dictionary defines an organisation as:

“A social unit of people that is structured and managed to meet a need or to pursue collective goals.”

They further explain that,

“All organisations have a management structure that determines relationships between the different activities and the members, and subdivides and assigns roles, responsibilities, and authority to carry out different tasks. Organisations are open systems, i.e. they affect and are affected by their environment”.

Garforth and Munro (1995) as cited in Boas and Goldey (2009) also define organisations in general terms as

“Structures of recognised and accepted roles established and performed by and for members”.

Bosc and Maître D’hôtel (2011) define Farmer or Producer Organisations as membership organisations that bring together farmers and producers, and also herders, fishermen and landless and indigenous people who live in rural areas to represent their interests by making certain institutional and economic changes on their behalf. Rondot and Collion (2001) also define Producer/ Farmer Organisations as

“Formal rural organisations whose members organise themselves with the objective of improving production, marketing, and local processing activities”.

To put it in simple terms,

“They are membership organisations created by farmers to provide services to them, with their own set objectives”.

Rondot and Collion (2001) say that FOs/ POs are organisations that usually deal with issues on policies, such as pricing, export and import of agricultural goods; improvement of agricultural production practices and processes; and local processing of agricultural products and the marketing of all agricultural goods.

According to Boas and Goldey (2009), Garforth and Munro's definition (above) implies that within the structure of organisations especially those put together by members themselves, there is or should be some kind of formal and informal interaction or link or relationship between the members, the roles they play and between the people and their active roles. This collaboration (as defined by Boas and Goldey) is necessary because the members are both affiliates and beneficiaries; hence, they contribute their quota to the growth of the organisation and must benefit from its growth in the system (Halpin, 2006; Boas and Goldey, 2009). According to Oakley (1985) and Midgley (1986),

“Collaborative interaction is both feasible and desirable in situations that involve people”
(cited in Boas and Goldey, 2009).

The term „producer“ is also usually used because it is believed to include all other aspects of agricultural production which include aquaculture (fisheries), livestock and other non-edible farm produce (Rondot and Collion, 2001).

2.1.1 Characteristics of Farmer Organisations

Oakley (1990) (cited in Boas and Goldey, 2009) states that there are two main types of organisation in rural communities and these are:

- i. Conventional organisations- these are organisations that are supported by the government of the country they find themselves in because the government as part of its policies on economic growth cite rural economic growth as a factor; these organisations „bring tangible benefits to the farmers“. These organisations have large membership and a formal structure and are managed by professionals.

- ii. Participatory organisations- these are organisations that do not have any form of government support, are more geared towards social development issues rather than economic issues; they usually have small sized membership and their leadership depends more on their collective action as a group.

Rondot and Collion (2001) also categorise POs into two; the first category is the Traditional organisations- these are put together by rural farmers and they help with the smooth running of family agriculture. They have relationships that help them notice and solve issues among members. These traditional organisations „regulate the relations“ between members in connection with access to their means of production. The functioning of this type of FO is largely marked by relationships in the society. Though the name is different, it can be compared with the POs Oakley describes as Participatory. The second category is the Formal organisations- these are put together basically to regulate farmers“ relations with the external world i.e. with governments, donors and private organisations. The Formal organisations can also be compared or be put on the same level as the POs Oakley defines as Conventional.

2.1.2 Functions of Farmer/ Producer Organisations

“To be able to engage in any sensible form of dialogue with the rest of society, farmers need their representative organisations, the farmers“ organisations, structured from grassroots to the international level, as their legitimate voice. This is why farmers“ movement gives a lot of importance to farmers“ organisations, organisations by farmers and for farmers, as an important pillar of today“s society” (Pertev, 1994; Wambura et al., 2007).

FOs can take up many functions and most authors have classified or categorised these functions accordingly: Bienabe and Sautier (2005) and Bosc et al. (2001) group the functions of FOs into five: (a) *Economic functions* - which include the supply and management of production factors, marketing of goods and the management of natural resources. (b) *Social functions* - which include helping members to benefit from the local community and vice versa; this is most often with their social responsibilities including education, training, health and mutual support. (c) *Representation (Voice and Advocacy)* - which involves defending members' interests not just at the local level but also at the regional and even the national levels; and also before agencies. (d) *Information Sharing/ Capacity Building* is done within and externally. It is done with the aim of increasing the problem solving abilities of their members and to increase the knowledge and skills of their members to help them understand and deal with their development in a broader and more sustainable manner (UNESCO, 2006). Capacity building is done either by contracting agents or by the leaders of the organisations themselves. (e) *Coordination* - which is regarded as the most important function since the level of FOs is the level where it is easy to create linkages between local and global level FOs and to help organisation members learn from one another.

Rondot and Collion (2001) also identify three broad functions and these are: (a) *Policy and Advocacy*- performing this function requires that FOs represent and defend the interest of their members and this can be seen through their activities. This function therefore requires that there should be open communication lines between the representatives (Apex organisations) and the represented (local farmer groups) for there to be some level of responsiveness between both teams. This function also requires some form of lobbying for members' interests and this includes negotiating with governments, donors and the private sector. Zawojaska (2006) believes that farmers should be the main interest group present and actively involved in all dialogues

concerning the formulation of agricultural policies. Since all farmers cannot be present, their representatives do that on their behalf by negotiating for better policies that match the interest and the good of their represented. (b) *Economic and Technical Functions*- this function involves the provision of services and the enabled access to various other services required by farmers in the production and marketing processes and it includes access to information on market facilitation (Bosc et al., 2001; Bienabe and Sautier, 2005). (c) *Local Development*- this requires that FOs support local development and help improve the quality of „village life“ of their members and the community at large. Usually, and especially in countries where the decentralisation process is slow or hasn't even been started yet, FOs playing this function/ role often play the role of the local governments.

FOs are expected to bring in more benefits for all farmers including those excluded as producers; they need to be involved in matters of their own history, and be allowed to participate actively in carving paths for themselves (Boas and Goldey, 2009). Most of the functions played by these Apex farmer organisations may be summarised as Representation.

2.2 Representation as a Function of Apex Farmer Organisations

Pitkin (1967) defines *representation* as

“Acting in the interests of the represented in a manner responsive to them” (cited by Halpin, 2006).

Pitkin's definition of *representation* implies a means of working in the interest of a people in a group or organisation represents in a manner that is known to the represented. In doing so, the representative must know the objectives, wants and needs of the represented and work with them

in ways to help satisfy these needs and bring their objectives to fruition. This implies that the representative and the represented must have a common interest.

Most Apex FOs are regarded as non-profit and voluntary organisations, and in representing the interests of their members/ constituents to the state, they contribute to democratic governance. According to Michels (1962) and Pettitt (2007), voluntary organisations, such as apex farmer organisations,

“Mediate between individuals and mega-structures (such as governments and large corporations) by giving audible voice to their concerns, and thereby maintain the legitimacy of a democratic regime” (cited in Guo and Musso, 2007).

The works of most FOs is summed up in the term *representation*.

Pitkin (1967) found that representation is demonstrated in 4 ways within organisations: substantive, descriptive, formal and symbolic; but Guo and Musso (2007), added a fifth dimension: participatory representation. The dimensions of representation include: (i) *Substantive Representation*: this kind is seen when

“The representative acts in the interest of the represented in a manner responsive to the represented”.

It is measured by the level of agreement on various issues of importance between the representative and the represented. This dimension of representation is shown in two ways: first is the *trustee* type which is seen when the representative acts based on her judgement of the best interest of the represented irrespective of their expressed desires; the second model is the *delegate* type which is shown when the representative acts as an agent or a delegate of the

represented and reflects the needs, wants and interests of the represented. With the substantive dimension the organisation provides tangible benefits in terms of agenda, policies, and activities reflective of the interests of the constituents.

(ii) *Symbolic representation* is another dimension of representation in which the represented believe that their representative organisation is acting in their interests; this is based on their perception of what the organisation stands for and does for them, as opposed to what the organisation is actually set up to do as an entity. As Pitkin (1967) states,

“The symbolic representation dimension rests on what exists in people’s minds and belief systems rather than on rationally justifiable criteria; the constituents (represented) believe in the legitimacy of the organisation (representative) because of what it is perceived to be, rather than what it actually acts in their interests”.

If any organisation is able to deliver well and properly under this form of representation, then it is able to gain the trust of its constituents as a legitimate representative. Substantive representation provides intangible benefits in terms of trust and legitimacy of an organisation as perceived by its constituents. Substantive and symbolic representations are also termed *representational legitimacy*, they show the extent to which an organisation „acts for“ and „stands for“ (respectively) particular constituencies.

(iii) *Formal Representation* occurs when there are established structures for the selection of organisational leaders. Evidence of formal representation is shown by democratic ways of selecting leaders of an organisation „as a grant of authority by the voters to the elected officials“. It pre-supposes that, once the leaders are elected, then they are accountable to their members who elected them. Other formal arrangements include limited terms of office, and regular representative conferences to determine organisational policies.

(iv) *Descriptive representation* usually occurs when the representative reflects the characteristics, qualities, wants and needs of their represented. It is believed that organisations with higher local or primary group representation on their boards are more effective in developing policies that reflect the needs and concerns of the represented. Ben-Ner and Van Hoomissen (1994) state that,

„A non-profit organisation with its board of directors consisting more of representatives of its key constituent groups is a signal of trustworthiness to its constituents“ (cited in Guo and Musso, 2007).

(v) *Participatory representation*, a fifth dimension of representation added by Guo and Musso (2007) is defined as the

“Active participation of constituents or represented in the activities of its organisation or representative”.

It focuses more on the channels of communication and participation between the represented and their representative to ensure that, the organisation is receptive to the demands of its constituents (represented). They also argue that, various participatory systems between an organisation and its constituents may be viewed as a continuum with respect to the level of real power held by the organisation and its constituents. Brown (2002) agrees that participation in the form of including the represented in the organisational and board practices eases the organisation’s representation of and sensitivity to its constituents. When it comes to decision-making, this process is seen as legitimate since the represented are involved.

Guo and Musso (2007) also argue that representation in organisations such as those under discussion should be understood in terms of legitimacy and capacity. They further add that while substantive and symbolic representation can be considered outcome measures of an organisation's representational legitimacy, the formal, descriptive and participatory dimensions of representation may be considered as input measures of its representational capacity. These five dimensions elaborated above were suggested and used as a conceptual framework by Guo and Musso to examine the representational capacity and legitimacy of community based organisations in representing their constituents. Table 2.1 below provides a summary of the definitions of the dimensions of representation and will be used as a framework for analysing the representational capacity of three Apex farmer organisations investigated in this study.

Table 2.1 Dimensions of Representation

Representation Dimension	Type	Definition
1. Substantive	Legitimacy	When an organisation acts in the interest of its constituents, in a manner responsive to them.
2. Symbolic	Legitimacy	When an organisation is trusted by its constituents as their legitimate representative.
3. Formal	Capacity	When an organisation sets up formal arrangements and establishes the ways in which its leaders are selected by its constituents.
4. Descriptive	Capacity	When organisational leaders mirror or reflect the (politically relevant) characteristics of its constituents.
5. Participatory	Capacity	When there is a direct, unmediated, and participatory relationship between an organisation and its constituents.

Extracted from Guo & Musso (2007)

Guo and Musso (2007) argue that, an organisation can enhance its representational capacity by establishing representative structures through which the views and concerns of its members and the larger constituent body are represented by those who speak on their behalf in the organisation.

2.3 Farmer Organisations as Interest Groups Representing Farmers' Interests

Interest groups are defined differently by different groups of people and are seen to perform very different tasks based on people's perception about what they are. According to David Truman (1947),

“Interest group refers to any group that, on the basis of one or more shared attitudes make certain claims upon other groups in the society for the establishment, maintenance, or enhancement of forms of behaviour that are implied by the shared attitudes.”

Hays (2012), also defines an interest group as

“An organized body of individuals who share some goals and who try to influence public policy”.

They are also known as Pressure Groups. Therefore, interest groups may be considered as organised groups of people with a common purpose or goal and that is to influence policies that affect them as a group; and they usually do these through networking and advocacy or lobbying (author's definition).

In the agriculture sphere, Interest Groups, according to the Boundless website, are defined as

“A type of economic interest group that represents farmers on issues such as crop protection and prices, land use zoning, government subsidies and international trade agreements”.

They do these by usually advocating for better options or means for their member farmers (www.boundless.com). Agricultural interest groups include both smallholder and large/commercial farmers. Since the functions of Farmer Organisations include lobbying, advocacy

and representing the economic interest of farmers; similar to the functions or work of most or all interest groups, it therefore can be said that FOs are also Interest Groups. Interest groups form to advance the economic interests“ of their members (i.e. their represented); they form due to a specific cause or advocate for a particular change required. Interest groups are central in the formulation of policies. Most groups act as proxies for their individual interests.

Halpin (2006) proposes that for an organisation to effectively play its role as a representative of a constituent of farmers or even for individual farmers, then it requires that there are regular and open communication procedures for the apex bodies (the representatives) to get to know the interests and the views of their constituents in order to know their needs and to be able to ascertain what their main interests are (O’Neill, 2001).

2.4 Farmers’ Expectations of Apex Farmer Organisations

Parasuraman et al. (1988), define expectations as what customers feel they should be offered (cited in Yi and La, 2004). Economically, expectations can be defined as

“What people or businesses anticipate will happen, especially in terms of the markets and prices” (eonguru.com)

Expectations are not held just for things but also of people. Majority of farmers become part of groups because they expect certain things; according to Vroom (1964) expectancy theory, people join associations or become part of organisations based on certain assumptions: (i) that their needs will be met, they will be motivated and also based on past experiences; which influence how they react towards their various organisations and associations; (ii) people want different things from the organisation (cited by Lunenberg, 2011).

Farmer organisations have been acknowledged as possible means of helping farmers cooperate out of their difficult situation into a better one where they have one voice and the power to take active part and also influence decisions concerning them (Bienabe and Sautier, 2005; Kaisa, 2012; Virola, 2012 & Wayne, 2011). It is believed that on their own as individuals, farmers have little or virtually no influence or power concerning issues and/ or policies that affect them or even to benefit from the economies of scale in their day to day marketing activities (Kaisa, 2012; Rondot and Collion, 2001& World Bank, 2012). Farmers, in order to benefit more from the economies of scale and have access to markets and in order to get the most out of their production and be able to influence policies, come together to form groups which have one voice and are believed to have a greater impact than if farmers were to stand alone as individuals. According to Virola (2012),

“The vast majority of these organisations are the result of farmers’ own initiatives and willingness to work together, and have been formed with the objective of improving farmers’ incomes and livelihoods”.

An example is found in the formation of the Ghana Cocoa Coffee Sheanut Farmers Association which started as a result of unfair pricing and treatment. It is reported that they came together to speak with a unified voice when they were ordered to cut down their cocoa trees as a result of the Swollen shoot disease in order to save healthy cocoa trees. They also came together to campaign for better price of the crops back in 1948 (ghccsa.org/history.html).

Most governments in developing countries encourage the formation of farmer organisations in the belief that this will promote and enhance rapid diffusion and an improvement in farmers' access to markets and other important avenues to help better their profits and their livelihoods. According to Asante et al. (2011),

“The Ministry of Food and Agriculture has taken steps over the years to develop Farmer Based Organisations (FBOs) at the grassroots level and register them at the local, district, and regional groupings to a national apex. This is expected to give FBOs power to bargain” (FASDEP II, 2007; Rondot and Collion, 2001).

Since farmers have challenges they can only face as a unit with one voice, then it means that farmers expect a lot from the groups they become a part of. Kaisa (2012) believes that it is when farmers come together that they can pave a pathway out of poverty for themselves. Therefore when farmers become a part of farmer organisations they expect that:

1. Through their collective action, they will be able to address the obstacles and challenges they face such as market imperfections and the high transaction costs they face as individuals in accessing information and other services (Bienabe and Sautier, 2005).
2. Farmers also expect that their income levels will increase and will translate in their standard of living and this requires that they participate actively to help improve their production and marketing processes and this goes a long way to be of great benefit to the communities they find themselves in (Boas and Goldey, 2009; Asante et al., 2011).
3. Farmers expect that FOs (leaders and other external actors) would voice their needs in various fora to help shape the formulation of policies concerning them and to orient the provision of services to them (Asante et al., 2011).

Rondot and Collion (2001) classify farmers' expectations of their various FOs/ POs as their objectives for starting or forming them; these expectations/ objectives are:

- (a) That farmers would have better management of their natural resources and assets.
- (b) Their access to natural resources which includes their basic means of production such as land, labour, inputs and other technological gains would be expanded.
- (c) That they as farmers would have improved and increased access to services, credit, and various market outlets through the advocacy and lobbying actions and activities of their representatives and leaders or even through their own combined efforts.
- (d) That their voices would be made known and heard in decision making processes, policy formulation processes, asset allocation fora and all other fora that affect them in the context of their production and marketing (including imports and exports of agricultural goods and products).

According to Osei Mensah, Owusu Damoah & Aidoo (2012), there is a universal understanding that

“Satisfaction is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations”.

According to Parker and Matthews (2001), satisfaction is interpreted in two principal interpretations within literature; (i) *satisfaction* as a process, and (ii) *satisfaction* as an outcome. They define *satisfaction* as

“A post choice evaluative judgment concerning a specific purchase decision”.

According to Caruana et al. (2000), satisfaction encompasses four concepts, and they include: expectations, performance, disconfirmation and satisfaction itself (Osei Mensah, Owusu Damoah, & Aidoo, 2012). Swan and Combs (1976) are among the first authors to argue that,

“Satisfaction is associated with performance that fulfils expectations, while dissatisfaction occurs when performance falls below expectations” (cited in Osei Mensah et al., 2012).

2.5 Factors influencing the effectiveness of Farmers’ Organisations

Since people started coming together to form and set up organisations, one key concept they have relied on is the concept of effectiveness.

The effectiveness of an FO can be measured based on certain standards such as goals and objectives (Stockbridge et al., 2003). Though it is possible to meet their objectives, there are some factors that influence an FO in meeting its objectives and goals; these factors include the organisation itself, Individuals within the organisation and the environment.

2.5.1 The Organisation itself

A Farmer Organisation, like most organisations is made up of more than just people, systems and structures; it is made of individuals who are members, leaders or employees, each performing a specific task with the structures and systems of the FO coordinating their activities and defining their specific roles. Most FOs are democratically controlled, since most of them are autonomous and voluntary; members take active part in decision making processes; members monitor the performances of their leaders and leaders are accountable to their members. The systems and

structures within the organisational culture also play an important part in the growth and success of an organisation; the culture of the organisation, spells out the roles, responsibilities, rewards and punishments for each person and action within the organisation. If the leaders, members and employees are able to live up to the culture and play by the rules of the organisation, then they can work together with little or no cohesion to help the organisation achieve its goals. The FO should also adhere to the rules and regulations of the community and country within which it is set up; in so doing, they may receive support from the leaders and natives of the community to aid it in achieving its goals.

Hierarchy and Leadership within the Organisations

Leadership is a very crucial and important role in every existing organisation. According to the small business tool kit (2014), leadership

“Involves defining the direction of a team and communicating it to people, motivating, inspiring and empowering them to contribute to achieving organisational success”.

Barnard (1938) also defines leadership as,

“The ability of a superior to influence the behaviour of subordinates and persuade them to follow a particular course of action” (cited by IAAP, 2009).

Therefore, I define a leader as,

“That person who is able to influence the behaviour of people and cause them to tow a particular line or course of action in order to achieve an aim”.

According to Kouqing (2009), there are two types of leaders; the formal leader who is designated by the organisation, and the informal leader, who although not formally chosen to lead, still provides that leadership. Chattopadhyay and Malhotra (2009), define an organisation as,

“A network of planned relationships within a system for engaging with tasks”.

They also state that, the relationships (as stated in the definition), includes those between people, and also between all the resources of the organisation i.e. money, territory, and technology, within a system. According to Michels (1962),

“large, organisationally complex associations, compared with small, simple associations, are likely to be governed by cliques whose powers (disposable resources, freedom of action, security of tenure) are abundant and whose policies (use of official status and resources) deviate from the policy-preferences of their constituents” (cited by May, 1965).

Most often, the structure of the organisations influences the style of leadership adopted by most leaders and heads of the various organisations; and this also influences the direction of flow of information within the organisation. Though there are different styles of leadership or leaders i.e. charismatic, authoritative, participative, delegative, transformational, transactional and democratic styles (Stretch, 2009; CCFNRC, 2010; Small Business Toolkit, 2014; Hoyle, 2006 & IAAP, 2009); for non-profit and voluntary organisations, according to CCFNRC (2010), there are 3 main styles that are reflected i.e. participative, delegative and authoritarian. (i) *Participative leadership* is when the leader consults his team members and even his constituents when decisions need to be made (CCFNRC, 2010; IAAP, 2009); (ii) *Delegative leadership* is seen when the leader relinquishes some but not all of his responsibilities to other team members; but the team members are trained to be able to handle these responsibilities effectively; (iii) *Authoritative leadership* is the kind of leadership that allows just one person who is regarded as the designated leader take all the decision, although sometimes, the persona of the leader does not make him listen to other views from other members. The leader bears the entire

responsibility of ensuring that the organisations goals are achieved. The style of leadership adopted influences the style of constituent representation.

2.5.2 The Individuals within the FO

Each individual within an FO has a role to play in the development of that FO and in helping the FO to be successful and effective in all it sets out to do. Most often, within the FO the role of individuals is a blend between owner, manager, client, employee and stakeholder. How well each individual plays the roles assigned them, determines how effective the organisation would be for an organisation to be effective, it requires all members to participate fully and actively; that is why most FOs with „inactive membership inevitably fail“ (Stockbridge et al., 2003). Individuals need to develop the required skills and be motivated to play their roles very well; they may be motivated by the leaders, organisational structure and group relations, and the relationships between the leadership and membership of the FO which serve as a means of either strengthening or weakening the links within the organisation. (Stockbridge (2003) defines group relations as the relationships between the members of sub-groups within the organisation as well as inter-group relations).

2.5.3 The Environment

Though the organisation is itself an environment, it is also a constituent of a larger environment (Hatch, 2006). Schneider and Richers (1983) state that,

“The organizational environment refers to the common perceptions regarding policies, activities, and organizational instructions honoured, supported and expected by an organization” (cited in Ardakani et al., 2012).

The environment and how it influences an organisation's effectiveness and success may be divided into two main components; the internal and external environment; both the internal and external environments are made up of the social, cultural, physical and technological components which are in constant interaction with each other. Hatch (2006) states that power is the sixth core component of the organisational environment. The external environment influences the internal environment (behaviour and performance) either directly or indirectly. The social component of the environment dictates the activities of the members of the organisation; the technological aspect helps in the production of goods and services not just for the internal environment but the external society as well. The cultural component of the organisation, helps the members to produce and make meaning out of the objectives, mission, vision and goals and the other symbolic systems of the organisation; the physical aspect of the environment, which is made up of people, the systems and structures of the organisation which interact to either support and constrain both the social and cultural aspects of the environment; and then, there is the aspect of power within which the other components express themselves and relate with each other through organisational politics, conflict and control.

The organisation needs to take advantage of its external environment in order to create the best internal environment for its members. Voiculet et al. (2010) state that for there to be any influence on an organisation's work, there has to be harmony between the organisation's external environment (economic, political, technological, legal) and the internal (resources, structure, organizational culture, leadership style, manner of exercising power).

- *Political and Legal factors*: in order for an FO to survive, it needs to know about the laws governing farming, farmers and agriculture as a whole within the political environment it finds itself. It needs to study and know about the country's environmental laws,

agricultural policies, labour law and other commercial laws. Knowledge of these laws helps the FO to ensure a stable climate between its political and legal stand and that of the country's.

Policy Environment in Ghana

“A public policy is an action which employs governmental authority to commit resources in support of a preferred value” (Considine, 1994).

Policies are drawn up in so many sectors within a country and they include education, trade, industry, labour and commercialisation. In Ghana, various policies regarding agriculture have been drawn and each one encourages the formation and organisation of FOs in a bid to help meet farmers' needs.

The Government's representative in the Agriculture sector, the Ministry of Food and Agriculture, has over the years, with the participatory efforts of farmers, NGOs, and other civil societies formulated projects, plans and policies; such as the Growth and Poverty Reduction Strategy (GPRS II), Food and Agriculture Sector Development Policy (FASDEP II), and its investment plan, the Medium Term Agriculture Sector Investment Plan (METASIP) and the Agricultural Services Sub-Sector Investment Project (AgSSIP). These documents each have sections that encourage FBO formation and therefore support the work of Apex FOs to help give farmers the best of services needed for their activities. Puplampu (2011) states that,

“The performances of agricultural policies depend on the interaction between the state machinery and the society within which the policy is embedded”.

The performance of a policy is best measured by its stated outcomes and the reality of the policy within the society. For instance, the AgSSIP project is sub-divided into 5 components on the development of FBOs which include:

1. Development of a conducive policy and regulatory framework that can facilitate activities of FBOs.
2. Strengthening the capacity of Agencies promoting the development of FBOs, and
3. Establishment of an FBO Development Fund to provide matching grants for projects identified by and formulated by the FBOs themselves.

Another policy worth mentioning is the FASDEP II which seeks to enhance the environment for all categories of farmers, while targeting poor and risk prone and risk averse producers. Some of its expected outcomes include: (a) empower farmers to bargain effectively in the market place and be part of the decision making process of agricultural and rural development, (b) strengthen the capacity of FBOs at various levels, (c) make a substantial headway in resolving the problems that smallholder farmers face in accessing extension services, input supply, credit, and markets for their products. Some of its objectives include:

1. Improved growth in incomes
2. Increased competitiveness and enhanced integration into domestic and international markets.
3. Improved institutional coordination.

Some of their strategies to achieve their stated objectives include: (a) target the vulnerable in agriculture, with special programmes that will enhance their diversification opportunities, reduce risk and enhance their access to productive resources, (b) improve accessibility from farms to

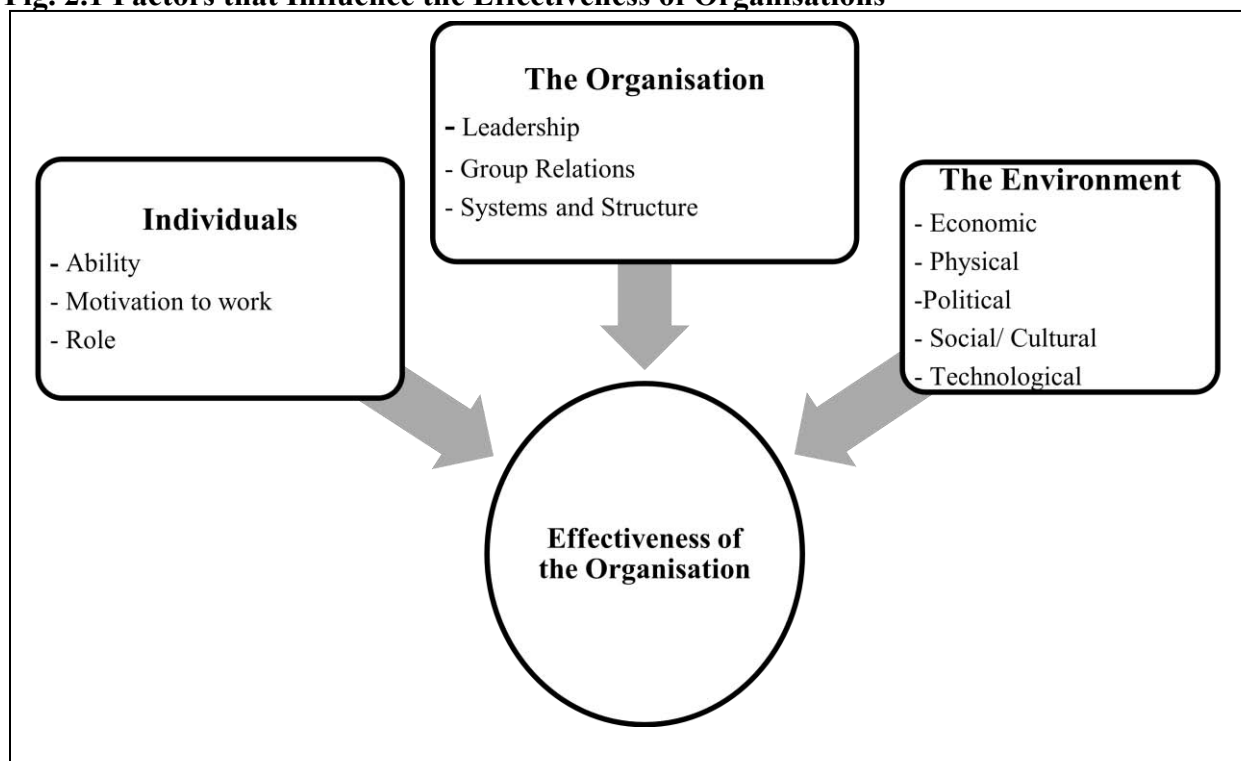
market centres, (c) promote linkage of smallholder production to industry, and (d) advocate the enactment and enforcement of laws on good agricultural practices.

The implementation of these policies would require the linkage between farmers and their representatives to the state as an entity.

Economic factors: these factors include inflation, exchange rates, interest rates and how they affect farmers' markets and production.

Figure 2.1 summarises the factors that influence the effectiveness of FOs:

Fig. 2.1 Factors that Influence the Effectiveness of Organisations



Source: Adapted from Stockbridge et al. (2003)

Halpin (2006) proposes that for an organisation to effectively play its role as a representative of a constituent of farmers or even for individual farmers, then it requires that there are regular and open communication procedures for the apex bodies (the representatives) to get to know the

interests and the views of their individual constituents and the various individuals in order to know their needs and to be able to ascertain what their main interests are (O'Neill, 2001).

2.6 Smallholder Agriculture in Ghana

The Ministry of Food and Agriculture (MoFA, 2006) stated that

“Agriculture in Ghana is predominantly on a smallholder basis”.

They do not give their definition of what smallholder is. There is no one definition for the term *smallholder agriculture*; there seem not to be any agreed on concept of what land size a farmer cultivates to be known as smallholder, medium or large scale farm; however, FAO (2013) in their document titled *Smallholders and Family Farmers* define smallholders as

“Small-scale farmers, pastoralists, forest keepers, fishers who manage areas varying from less than one hectare to 10 hectares”.

Smallholders are characterized by family-focused motives such as favouring the stability of the farm household system, using mainly family labour for production and using part of the produce for family consumption”. They also estimate that 75% of the world’s food is produced by smallholders and 80% of the SSA and Asia farmlands are managed by smallholders. FAO (2013) advise that smallholders come together to develop organisations that would help strengthen agro-ecological practices knowledge and representativeness in decision-making instances with buyers and also to help them share their knowledge and experiences in order to better market their produce at local and national levels and to organise joint procurement of all kinds of inputs and services.

According to Asante et al., (2011), Ghana's agriculture is predominantly on a small scale basis. Though small scale farmers make up the majority of agricultural producers in Ghana, it is believed that they are the ones with the inaudible voice in the information, knowledge sharing, and market and policy avenues.

2. 7 Conceptual Framework

Following the literature reviewed above, the figure below (figure 2.2) summarises the conceptual framework guiding the study.

Nalzar (2012) defines the conceptual framework as

“The abstract, logical structure of meaning that guides the development of the study”.

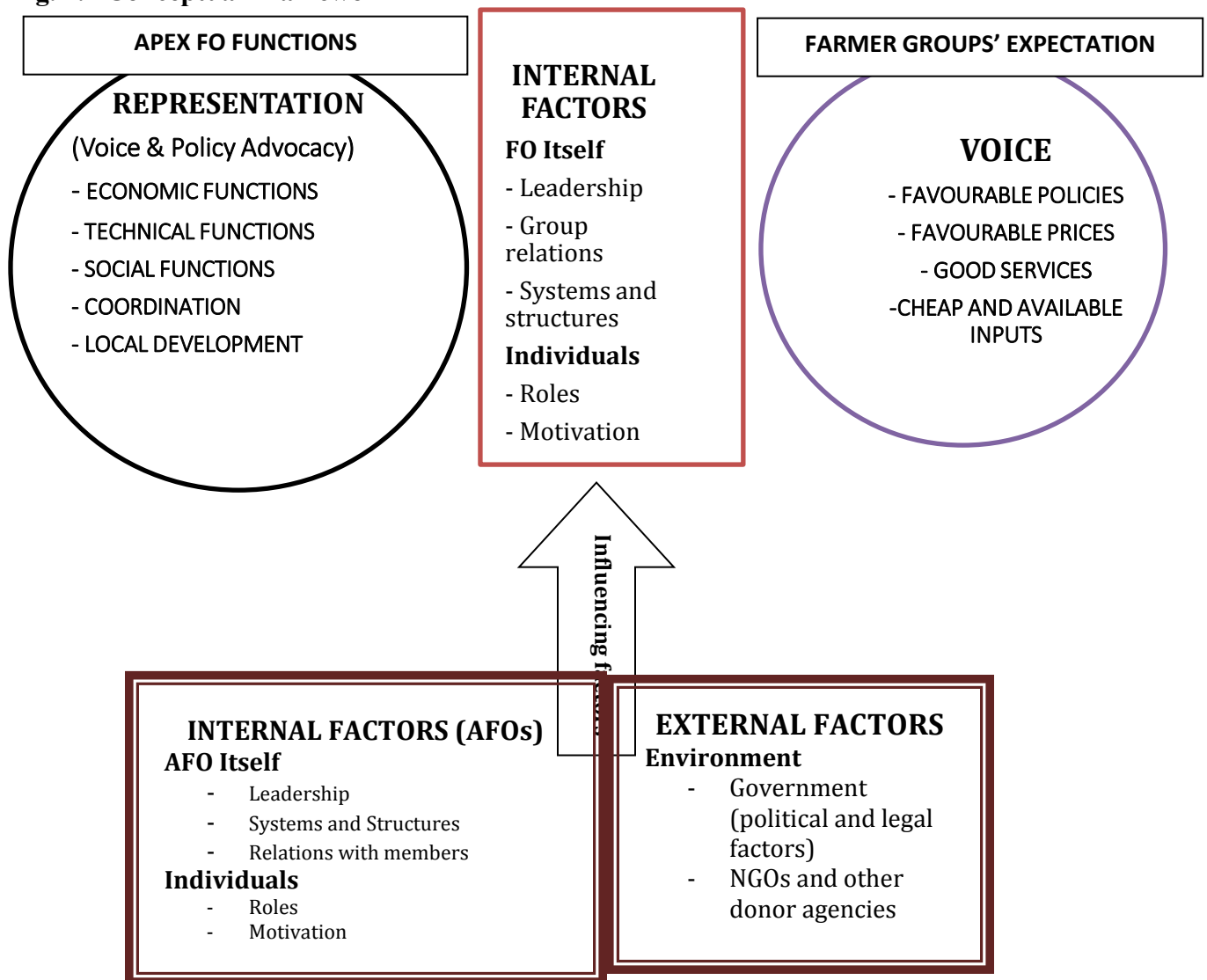
She further states that,

“All frameworks are based on the identification of key concepts and the relationships among these concepts”.

Most authors on FOs/ POs and other RPOs have identified the functions of these organisations as mainly representation and this representation involves policy advocacy, economic, technical and social functions (Bienabe and Sautier, 2005; Bosc et al., 2001; Rondot and Collion, 2001). For effective representation to take place there has to be some form of linkage/ communication and relationship between the representative and the represented. There has to be some collaboration for representation to be effective, feasible and desirable (Midgley, 1986 cited in Boas and Goldey, 2009). Pitkin's definition of representation implies that the apex organisations and the represented farmer groups have a shared identity and that the representatives must be aware of the interests and needs of the people they represent in order to represent them fairly and in a manner responsive to them. Therefore the greater the overlap between the functions/ activities of

the Apex FOs and the interests of farmers and the internal influencing factors of these constituents, the more effective the Apex FO is considered to be. In other words, AFOs can be considered effective and successful if the execution of its functions and activities meet the expectations of its members regardless of the internal factors of the FOs which most often affect how expectations are met. However, Stockbridge et al. (2003) state that there are some internal and external factors that influence the effectiveness of these organisations include the organisation itself, the individuals within the organisation and the policy environment.

Fig. 2.2 Conceptual Framework



Source: Author's Own Conceptualisation

2.8 Chapter Summary

Farmer organisations are seen as organisations put together by farmers but sustained and supported either by governments or by the farmers themselves. They either perform economic, social, technical and capacity building functions or all of these; FOs also try to influence certain policies through representation. Representation can take different dimensions within one organisation; it can be participatory, formal, symbolic, substantive and/ descriptive. An organisation which is able to reflect all these dimensions taking into consideration their objectives, mission and the factors that influence its abilities and capacity to represent its constituents such as its environment is seen as effective and successful. In becoming members of these FOs, farmers set up their own individual and collective objectives which they expect to be met by their membership within these organisations; they also expect that promises made them before they became members of these organisations will be kept. It is interesting to note that, most of the farmers who join these groups are smallholders; these smallholders on their own can do little so they unite as a team with one voice. Apex Farmer Organisations register these farmers groups and bring them together under one umbrella to give them that much needed voice and to represent them at all levels.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the techniques used in carrying out the research in order to answer my research questions. It contains the research design used, profiles of the study areas, population, sampling techniques and sample size. It also describes the type(s) of data collected and the data collection instruments used.

3.1 Research Design

There are two basic types of research: qualitative and quantitative research. As the name implies, quantitative research reduces data into quantities i.e. figures or numbers. This method assumes that in all things, there is only one truth which exists, independent of human perceptions/ views. Qualitative research on the other hand, tries to discover, understand and explain experiences, happenings, phenomena, perspectives and thoughts of people. According to Parkinson and Drislane (2011), the qualitative research uses methods such as observations and case studies which result in narratives, and descriptive accounts of settings or practices. Then there is the more recent addition, the mixed method, which is formally defined by Johnson and Onwuegbuzie (2004) as

“The class of research where the researcher combines qualitative and quantitative methods, techniques, approaches, concepts or language into a single study”.

It legitimises the use of multiple approaches in answering research questions and rejects dogmatism i.e. restricting the researcher to just one method of research.

This research makes use of the mixed method of research and employs both qualitative and quantitative research methods. A survey research design as well as the case study approach was used. A case study research is a type of research that allows the researcher to explore, describe, explain, interpret and evaluate a set of data within its context or environment of use. It makes use of both quantitative and qualitative data since the use of only quantitative data may

“Obscure some of the important data that need to be uncovered” (Zaidah, 2007).

Case studies usually answer how and why questions; and allow in-depth investigation into social phenomena. It helps any reader to understand social and behavioural contexts beyond the quantitative statistical results of a research (Yin, 1984 cited by Zaidah, 2007).

3.2 Population of Study

The target population of this study comprised of:

- (i) All farmers represented by Apex Farmer Organisations Ghana (ApFOG), Ghana Cocoa Coffee Sheanut Farmers Association (GCCSFA) and Peasant Farmers Association of Ghana (PFAG)
- (ii) Leaders and Executives of the three Apex farmer organisations listed above.
- (iii) Focal persons of PFAG, Zonal Coordinators of ApFOG and Community Chief Farmers of GCCSFA.

3.2.1 Study Areas

The farmers’ groups interviewed were found in the Central, Greater Accra and Eastern Regions of Ghana. Based on the apex organisation the groups are affiliated to, they were randomly

selected from the list of registered farmer groups given by the apex organisations. For ApFOG for instance, the groups interviewed were in the Central Region though in different districts; PFAG groups were found in the Greater Accra Region, also in different locations and GCCSFA farmers in the Eastern region.

The Eastern Region

The Eastern Region of Ghana is approximately 19,323 square kilometres in land area and occupies 8.1% of the total land area of the Ghana (modernghana.com, ghanadistricts.com). It lies on latitude $5^{\circ} 40^0$ and $7^{\circ} 10$ North, and longitude 08 East, $1^{\circ} 15^0$ of the Greenwich Meridian (touringghana.com). It has Koforidua as its capital town. There are 26 districts including 7 municipal areas in this region. The Atiwa district was selected from this region.

The Atiwa District: is divided into seven town/ area councils which include Kwabeng, Anyinam, Sekyere, Abomosu, Asamang-Tamfoe, Akropong and Kadewaso Awuronsua (atiwa.ghanadistricts.gov.gh; Atiwa District Assembly Composite Budget, 2013). From this district, 2 communities were selected randomly and they were: Akim-Moseaso and Ankaase.

The Greater Accra Region

The Greater Accra region occupies a total land surface area of about 3,245 km², which is approximately 1.4% of the total land area of Ghana. It has Accra as its capital; the political administration of the region is through the local government system, and under this system the administration system of the region is divided into 2 Metropolitan areas, 7 Municipal areas and 7 districts (ghanadistricts.com). From this region, 1 municipal and two districts were visited for data collection; the Ashaiman municipal, Shai Osudoku district and the Ada West districts. For

the PFAG farmers, the Ashaiman municipal, Shai Osudoku and Ada West districts were selected were selected for the PFAG farmers.

Ada West District has Sege as its capital. From this district, one group found in two communities were selected randomly; the towns are Asigbekope and Dogobom.

Ashaiman Municipal Area: is made up of 27 Assembly members, 7 zonal councils and 20 unit committees. Within this district, is an Irrigation Scheme which is located between Latitude 5°40' and 5°43' N and Longitudes 0°05' and 0°07' E at a distance of 26km NE of Accra and almost directly north of Tema (www.mofep.gov.gh).

Shai Osudoku District: has about 170 communities in this district; its major communities include Dodowa, Asutuare, Osuwem, Ayikuma and Kordiabe (www.mofep.gov.gh). One community was chosen from this district: Lanor Osuwem.

The Central Region

This region is located in the South-Western centre of Ghana; it has a coastline of 150km which is the longest coastline in Ghana. It has a total land area of about 9,830 km²; which is approximately 4.1% of the total land area of Ghana (mofa.gov.gh). It has Cape Coast for its capital. This region has 1 Metropolitan, 7 Municipalities and 12 districts (www.ghanadistricts.com). From this region, only 2 districts were selected, they are the Awutu Senya and Abura/ Asebu/ Kwamankese districts.

Awutu Senya District: Awutu Beraku is the capital of this district, and some of the communities within the district are Senya Beraku, Bawjiase and Bontrase (Ministry of Finance and Economic Planning, 2013). From this district, the Senya Beraku community was selected.

Abura/ Asebu/ Kwamankese District: has Abura Dunkwa as its capital. Traditionally, the district has 3 paramountcies; the Abura Traditional area with its paramount seat at Abakrampa, Asebu Traditional area on the south with its paramount seat at Asebu and the Kwamankese Traditional area on the north-east with its paramount seat at Ayeldu (Ministry of Finance and Economic Planning, 2013). From this district, the Bosomin community was selected.

3.3 Sampling Technique and Sample Size

Purposive sampling technique was employed in selecting the 3 National Apex organisations to be used. The three organisations are GCCSFA, PFAG and ApFOG.

Ghana Cocoa Coffee Sheanut Farmers' Association was selected because it is a private organisation of cocoa, coffee, shea-nut (important cash crops in Ghana) producers. They are also a commodity specific organisation and in economic terms, they are a mutual beneficiary organisation.

Peasant Farmers Association of Ghana is an organisation that is meant for smallholder farmers. They focus largely on food crops; though they also deal with livestock farmers.

Apex Farmer Organisations Ghana is an apex of farmers' organisations and is not a commodity specific organisation. They work with all kinds of farmers both crops and animals but specifically small scale holders.

Sample Size

After obtaining a full list of areas worked in by the organisations, simple random sampling was used to select the study areas for the data collection. These communities are communities/ areas where the 3 organisations work or „reach out“ to.

The sampling technique used was the no-rule sampling technique (as defined by Barreiro and Albandoz, 2001) which assumes that there is an even distribution of the characteristics across board.

The total sample size used for the study was 205 respondents: 42 farmers under ApFOG, 54 Cocoa farmers, 89 PFAG registered farmers, 13 chief cocoa farmers, 3 focal persons, 1 zonal coordinator and 1 organisation. Table 3.1 below shows the specific number of respondents sampled from each organisation along with their locations:

Table 3.1 Number and Location of Respondents of the Study

Organisation	Region	District	Community (Type of Respondent)	Number of Respondents
ApFOG	Central	Abura/Asebu/Kwamankese	Bosomin (farmers)	20
		Awutu Senya	Senya Beraku (farmers)	22
		Awutu Senya	Senya Beraku (Zonal Coordinator)	1
	Greater Accra	Ga East	Nima (National Executive)	1
GCCSFA	Eastern	Atiwa	Ankaase (Farmers)	25
			Moseaso (farmers)	29
			Chief farmers	13
	Greater Accra	Ga East	Abavanna (National Chief Farmer)	1
PFAG	Greater Accra	Ashaiman	Ashaiman farmers	30
			Focal Person	1
		Ada West	Asigbekope farmers	7
			Focal person	1
		Ada West	Dogobom (farmers)	22
		Shai Osudoku	Osuwem (farmers)	30
			Osuwem focal person	1
		Ga East	Abavanna (National Executive)	1
		TOTAL		

Source: Field, 2014

3.4 Data Collection

The important factors that determine the mode of data collection and techniques include the characteristics of the sample, the type of questions, the response rate and cost/ time (Owens, 2002). This study made use of both primary and secondary data. Primary data was collected using interviews, structured and unstructured questionnaires. Secondary data was obtained by reviewing information from the internet, books, journals, magazines and other relevant sources.

3.4.1. Primary Data Collection and Sampling Techniques

Since this study made use of the mixed method of research, both qualitative and quantitative data were collected. The study made use of both structured and unstructured interviews; the unstructured interviews took the form of in-depth interviews whilst the structured interview, was done based on interview schedules. Structured Interviews were held with questionnaires which contained both open-ended and close-ended questions. Unstructured Interviews were used to gain in-depth knowledge about the relationship between the apex organisations and the various farmers' groups. In-depth interviews are usually for the purpose of gaining a better understanding of the informant's view on certain specific issues such as their view about life, their experiences and situations in their own words.

3.4.2 Secondary Data Collection

Secondary data was collected from organisations to give a brief history or background of the organisations and their activities. Other sources of data included old documents, articles from journals, newspapers and the internet.

The figure below summarises the data collection methods used in this study:

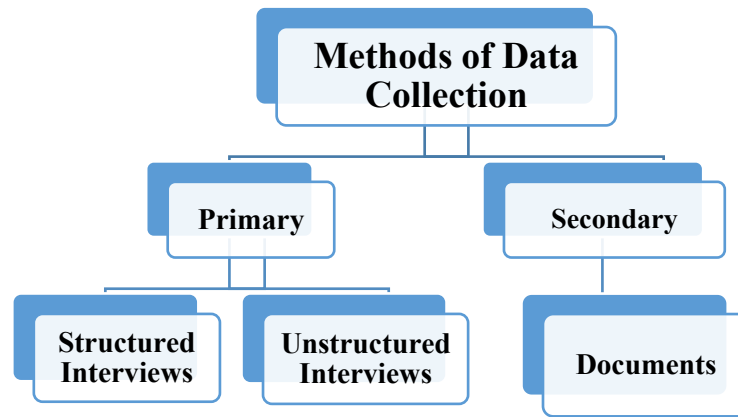


Fig. 3.1 Methods of Data Collection

3.4.3 Data Collection Instruments

Data collection instruments are the „tools“ that were used in collecting data from the various sources. They were used to collect „direct“ data or primary data.

The data collection instruments employed for the data collection for this study include:

(a) *Questionnaires*: these documents had questions or inquiry statements related to the topic of research and were used to collect information for the study. Structured questionnaires were used. The questionnaire made use of simple yes/ no questions and Likert scale type of questions and had both open-ended and close-ended questions.

(b) *Interviews*: a list of questions was written down to serve as a guide during the interviews. My sources of information were the leaders of the apex organisations, focal persons and some farmers in the local communities who are represented by these apex organisations.

(c) *Reading of Documents*: though seen to be only relevant for literature review, it is also relevant as a data collection tool. Information was taken from potential information sources such as constitutions of organisations and groups and also, documents containing the history of the organisations.

Table 3.2 summarises the approach, the sources of data, type of data collected and the method used to collect the data:

Table 3.2 Data Collected From Study

Methodology	Data Collection Method	Data Collected	Data Instrument Used	Data Source
Qualitative (case study)	In-depth interview	Farmer group information Farmer group membership Farmer expectations Farmer satisfaction Farmer interests Intervention and advocacy issues Relationship with apex organisation Perception of apex organisation	Questionnaire Likert scales	Farmers Farmer group executives Focal persons Zonal Coordinator Chief farmers National executives
Quantitative (survey)	Interview schedule	Population of farmers in groups Knowledge of apex organisations Importance of services to farmers Farmers satisfaction with services of apexes	Questionnaire	Farmers Farmer group leaders/ executives

3.5 The Data Collection Procedure

The actual data collection from the respondent farmers was preceded by a pre-test to ensure that questions asked and instruments used would yield the desired results and obtain the required information. The pre-testing for cocoa farmers and the community chief farmers was done in Osino; a town in the Atiwa district of the Eastern Region; the pre-test for the PFAG farmers" and focal persons was done in Ashaiman on the Irrigation Development Authority farmlands. About 18% of the sample size was pre-tested in each of the locations except for ApFOG farmers in the Central Region.

The actual data collection process took place between March and May, 2014. Farmers were interviewed on their farms or in their homes or shops (for some of the farmers interviewed). The interviews were conducted in Twi, Ga and Dangme dialects which are understood by the people based on their locations of study. Interviewing farmers in their local dialects enabled them provide rich, detailed and important information whilst being comfortable, and there was no break in communication as both interviewer and interviewee were comfortable with the languages. Ample time was spent on each interviewee to enable collection of all needed information in order to answer the research questions and satisfy the research at hand.

Farmers were asked to rank their expectations of and satisfaction with certain services received from AFOs on the basis of importance and level of their satisfaction; the ranks are explained as follows: 1- Unimportant 2- Slightly Important 3- Undecided 4-Important and 5- Very Important. The satisfaction of the farmers was measured by asking farmers to rank on a scale of 1 to 5, how satisfied they were with the way their Apex organisations had met their outlined needs. Explanations of the ranks are as follows: 1- Very Dissatisfied 2- Dissatisfied 3- Undecided 4- Satisfied 5- Extremely Satisfied.

3.6 Methods of Data Analysis

Data collected was thoroughly checked to ensure that all questionnaires were complete. Information was input into the SPSS and some tests run to enable analysis to be made on the quantitative data and the resulting frequencies, percentages and statistical tables were drawn. To analyse the data on importance of certain services and satisfaction with respect to the outlined services, the Kruskal-Wallis One Way ANOVA tests was used. The Kruskal-Wallis Rank test ranked the organisations individually with respect to the various activities. The Kruskal-Wallis

one-way ANOVA was used to establish the relationship between the importance of services and satisfaction for the independent organisations after they were ranked. Qualitative data was analysed by making inferences from findings while guided by relevant theories. Table 3.3 summarises the methods of analysis used for each objective of the study:

Table 3.3 Methods of Data Collection and Analysis by Objectives

Objective of Study		Source of Information	Method of Data Collection	Method of Analysis
Objective 1	Extent to which farmer groups' expectations are met by their Apex Organisations.	1. Chief farmers, Focal persons, Zonal Coordinator. 2. Farmers	Interview Questionnaire	Descriptive statistics
Objective 2	The representational capacities of the Apex Organisations in representing their constituents.	Individual farmers and National executives	Interviews and questionnaire	Descriptive statistics
Objective 3	Factors influencing representation work of apex farmer organisations.	Representatives of apex organisations	Interviews and unstructured questionnaires	Inference and comparisons.

Source: Author's Own (2014)

3.7 Challenges of Study

The major challenge faced whilst undertaking the study was difficulties and delays in obtaining updated lists of registered farmer groups and contact persons from the Apex organisations and non-cooperation by the apex organisations. There were couple of times that scheduled meetings with the executives of the farmer groups and the farmers were called off at the eleventh hour. Some of the farmer groups did not have the lists of their members or their contact numbers.

CHAPTER FOUR

HISTORY AND PROFILE OF FARMER ORGANISATIONS IN GHANA- FROM PAST TO PRESENT

4.0 Introduction

This chapter throws more light on the beginnings, development and growth of farmer cooperatives and farmer organisations in Ghana from the pre-colonial era to this day. It further describes the features, nature and types of Apex organisations investigated in this study. A comprehensive study of the history of FOs in Ghana- how they started, how they worked, their challenges and successes- would help in this present study to understand the functioning of FOs in Ghana today.

4.1 History of Ghana Cooperatives and Farmer Organisations to date

According to the International Co-operative Alliance (ICA), “a cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly owned and democratically controlled enterprise” (cited in Zeulli and Cropp, 2010).

4.1.1. Cooperatives World Wide

Since the beginning of time, people have worked together in groups for a common goal and a common good. The concept of cooperation and/ or collective action can be traced back to the period of hunting and gathering and living together in groups/ colonies. The word *cooperation*

became more popular in the early 18th century in Europe (Fenwick, Scotland with some weavers) and in the 19th century in North America with the formation of cooperative associations.

The history of modern cooperative movements the world over is linked to the Rochdale Pioneers of 19th century England, who sold goods during the Industrial Revolution in England. Cooperatives operate on the principles of:

- 1) *Voluntary and Open membership*- it was open to all interested people and people were not to be coerced to become members. There is no discrimination.
- 2) *Democratic Member Control*- members control or have a say in the activities and programmes of the association; one man, one vote. Members participate in formulating policies and in decision making.
- 3) *Member Economic Participation*- members make equal contributions to the development of the association.
- 4) *Autonomy and Independence*- they were not to be controlled by external bodies even if they sign agreements or contracts with them and they do so based on the democratic decision taken by members.
- 5) *Education, Training and Information*- they educate and train their members, representatives and leaders; they also give information to the public about cooperatives and cooperation and its benefits.
- 6) *Co-operation among cooperatives*- they strengthen the movement by working together and serving members through local, national, regional and international structures.
- 7) *Concern for community*- they have a social responsibility to their various communities and work for the development of their communities. (www.ica.coop)

In 19th century Germany, a man named Friederich Raiffeisen, encouraged farmers to develop and own their own credit banks so that they would not have to depend on businessmen, farm input dealers and large scale farmers for loans to develop their farms; since most farmers were losing their farms to these merchants due to indebtedness (Pretoria Department of Agriculture, 2000). Raiffeisen together with William Hass were able to structure a complete system of rural co-operation which included credit supply and later, marketing (Department of Cooperatives, 1990). Agricultural cooperative work in Africa dates back to the colonial and immediate post-colonial era (Wanyama, 2012). i.e. the early 20th century and mid- 20th century (from the 1960s).

4.1.2 Cooperatives and Farmer Organisations in Ghana

In Ghana, agricultural cooperative work dates back to the start of the traditional *nnoboa* system which is referred to as informal cooperation (Department of Cooperatives, 1990). In this system, farmers worked together as a group on each farmer's field during the cropping and harvesting season to aid in filling the labour gap. They also helped in the marketing of the crops and market as a group.

During the colonial era, Governor Gordon Guggisberg, launched the Gold Coast Agricultural and Commercial Society of Accra (GCACSA); an organisation that was to bring all farmers together in groups as a path to stabilising agriculture in the country (Department of Cooperatives, 1990). The organisation pulled together very resourceful people it believed could help in realising this goal. Though it was set up as non-governmental, it received a lot of aid and support from the government of the day. The groups formed included the Accra Poultry Rearing Society and Post Office Savings Bank. Though the organisation was doing well on its own terms, it was dissolved on the 14th of April, 1928 to give way to the establishment of the Agricultural District

Committees which would carry on the work of the Gold Coast Agricultural and Commercial Society of Accra (GCACSA) in the various farming districts in the country.

The history of formal cooperation in Ghana is credited to COCOA, according to the Department of Cooperatives (1990). During the tenure of the GCACSA, the Cocoa Growers Association was started in the Ashanti Region of Ghana, in Atasomanso to bring together all cocoa farmers in a bid to improve upon the quality of the cocoa in the country and to aid in the marketing of the cocoa produce. Members of the Cocoa Growers Association (CGA) were bound by their consent to the agreement that they were going to grow their cocoa and prepare it for the market under very appropriate and standardised conditions as approved by the Agricultural Department.

After the refusal of the United States of America (USA) to take in a whole shipment of cocoa due its poor quality; the Department of Agriculture, then formulated a policy that would ensure proper preparation of cocoa right from the production stages, through the harvesting and post-harvest processes to the export market. Under this policy, cocoa was to be inspected before export.

Due to the success of these cocoa cooperatives/ societies, the government encouraged the formation of more agricultural/ farmer/ producer cooperatives because it believed that: (a) manipulation of farmers and prices of farm produce by the buyers would be curbed if not totally stopped, (b) farmers could become financially stable with the formation of cooperatives as self-help means. Other cooperatives began to sprout all over the country, where producers came together to help/ support themselves in areas of marketing and finance; among these

cooperatives there were producer cooperatives which included: Foodstuffs Marketing Cooperative, Vegetable Cooperatives, Coffee Cooperatives and Citrus Fruit Cooperatives.

The Alliance of Ghana Cooperatives (AGC) was registered in December, 1951 as a non-governmental organisation under the name: Gold Coast Cooperative Federation to promote cooperative principles, disseminate cooperative information, and undertake research services for cooperative societies and to issue reports and publications about cooperation, cooperative societies and co-operators. The AGC was not considered an apex organisation due to its non-trading nature (DoC, 1990). The AGC joined the International Cooperative Alliance (ICA) in 1953 as the first African cooperative movement to join the ICA. The AGC had three central organisations (Miracle and Seidman, 1968): the Banking Sector, the Produce and Marketing Sector and the Supplies Sector.

4.1.3 Apex Farmer Organisations then (from 1957- 1990s): The United Ghana Farmers Council (UGFC)

After independence in 1957, the Convention People's Party (CPP) established an Apex organisation called the United Ghana Farmers Council (UGFC). The UGFC was recognised as the only mouthpiece for farmers and to enable farmers bargain collectively for the sale of their goods especially cocoa; they also took over the Agricultural Extension Service Unit started by the colonial government (Nyantakyi- Frimpong, 2013). Their main mandate was to bring together all smallholder farmers for mechanised agriculture through cooperative efforts (Nyantakyi- Frimpong, 2013).

The UGFC was formed in 1953 under the National Cooperative Council (NCC) but later became independent of the NCC in the year 1960.

The UGFC worked a decentralised system and had offices in the regions and various districts with paid office staff. Though it was supposed to be for the farmers, it seemed as though they belonged more to the government of the day, the CPP.

Dr. Nkrumah the first post-colonial Prime Minister of Ghana in a speech at Kpando on 29th January 1960 during the 7th Annual National Delegates Conference of the United Ghana Farmers Council, encouraged farmers to be active members of the UGFC; he said,

“The United Ghana Farmers’ Council has indeed justified its existence... Whenever necessary, it has brought the farmers’ needs and problems to the notice of the Government.... We appreciate the work that the United Ghana Farmers Council is doing and that is why we have asked the Cocoa Marketing Board to make an annual grant to the Council of one hundred thousand pounds for its maintenance... I should like to call upon all the farmers of Ghana to give their whole-hearted support to the United Ghana Farmers’ Council so as to enable it to succeed in all its various activities”.

Though the UGFC played its roles, it seemed as though they served just the farmers and people in the Southern sector especially Accra and Kumasi and the effects of their activities had little or no impact on the farmers in the Northern Regions (Nyantakyi-Frimpong, 2013). Although the UGFCC is noted for successfully organising all cocoa farmers in the country to sell their cocoa (as well as other cash crops like coffee and copra) through the council, and the quality of cocoa improved within five years of its existence, according to the de Graft-Johnson Report, the UGFCC was unable to satisfy farmers. It was not considered a genuine cooperative, rather it functioned as a wing of the ruling government, and so Ghana lost its membership of the

International Co-operative Alliance because “the agricultural cooperatives were not functioning as true cooperatives and they continued to be organised on lines that run counter to the accepted principles of co-operation namely: democratic control from the grassroots and contribution to share capital” (DOC, 1990:102). Rather the Cooperative council was more skilful at offering technical advice on raising crops and livestock and what types of inputs farmers required. Thus between the period of Ghana’s independence and the mid to late 1980s the cooperative movement was beset with several problems with a resultant poor record mainly attributed to state control and political interference.

However, in the 1980s state control died down due to global pressure for structural reforms for liberalization & privatisation. With the implementation of the Economic Recovery Programme (ERP) and liberalization of the trade of inputs and products, many cooperatives could not hold on to their functions (e.g. input supply) due to fierce competition and became inactive. In the early 1990s, out of about 5000 agricultural cooperative societies only about 4% remained active (DOC, 1990) and agricultural service cooperatives became almost extinct. However, the Cocoa Marketing Board (COCOBOD) remained for the cocoa sector but other cooperatives were unable to develop in cocoa.

Although between this period and 2000 small farmer-related organisations could be found, often at grassroots level and either supported by NGOs or development projects, there was no unified representation for these organisations until in 1992 when the government instituted one. This was named the Ghana National Association of Farmers and Fishermen (GNAFF). Even though GNAFF was set up and financially supported by the government it had no real links with the existing local organisations and had very little influence at the grassroots level. About ten years after GNAFF was set up, other national Apex organisations not initiated by government (apart

from the commodity organisations) sprang up including Apex Farmer Organisations Ghana (ApFOG), Farmers Organisation Network in Ghana (FONG) and Peasant Farmers Association of Ghana (PFAG). Currently the new movement of cooperation in Ghana, referred to as Farmer-Based organisations (FBOs) is founded on some cooperative principles.

4.2 Current Apex Organisations in Ghana (1992 to date)

Though most Apex farmer organisations did not really do well in terms of maintaining and sustaining their membership, services and support, during the immediate post-colonial era, it is believed that, most farmers would do better if they are able to organise themselves through cooperative efforts and become a group. It is believed that when farmers are formally and well organised, they have the power to stand for themselves and by their combined efforts influence a lot of things that affect their farming lives. Though there are a lot of farmer groups, societies and apex organisations in Ghana currently, this study would focus on three (3) apex farmer organisations:

4.2.1 Apex Farmer Organisations Ghana (ApFOG)

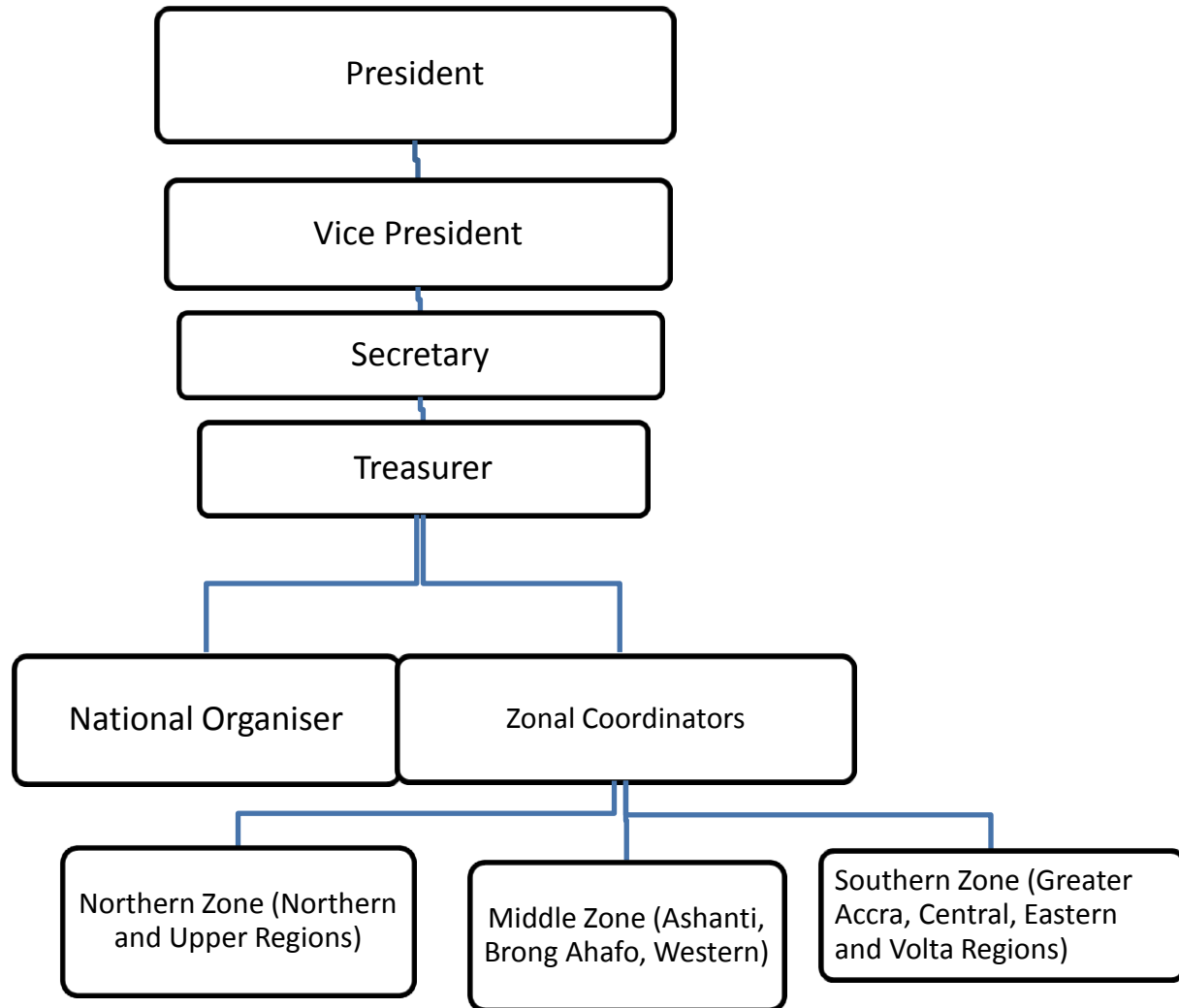
The Apex Farmer Organisations Ghana (ApFOG) was established on 2nd October, 1992 to give farmers the much needed voice on issues that affected their lives and their farms. This organisation was started by the International Fertiliser Development Corporation (IFDC); they were to be the local (Ghana) representatives of the farmers IFDC worked with. ApFOG started in 1992 with 33 member organisations, and has grown in number to 43 farmer-based organisations found in the Central, Northern, Eastern and Greater Accra Regions of Ghana. They deal with vegetable farmers, fruit farmers, oil palm, cereal and all other farmers except the farmers who grow the known cash crops of Ghana. The mission statement of ApFOG is to unify farmers“

organisations in Ghana to lobby, provide services and information in order to improve the security, financial and economic advantages of its members. The national office of ApFOG is located in Accra and this office is supported by three zonal offices i.e. (a) the Northern zone- Northern Region, Upper East and Upper West Regions; (b) the Middle zone- Ashanti, Brong Ahafo, Western and Eastern Regions; and (c) the Southern zone- Greater Accra, Central and Volta regions. Each of these zones is headed by a Zonal Coordinator. The Zonal Coordinator serves as a link between the grassroots farmer groups and ApFOG; in order to function in their various roles properly, the Zonal Coordinators are trained in the areas of Management and Lobbying; they are also farmers.

The services ApFOG provides to its constituents include: sourcing for help for the farmers, training them in Good Agricultural Practices (GAP), farm management and other business and empowerment training, organise market fora, and access inputs for farmers. They link the farmers to organisations that can give the help that they cannot; they have also helped in the development and implementation of certain policies in Ghana including the Plant and Fertilizer Act. They also advocated for the prevention and treatment of the Cassava Mosaic virus on behalf of their constituents- through the media and stakeholder dialogues.

The groups do not pay dues to the secretariat. The leadership does not visit the primary groups regularly but they claim that they do their best to reach them either through the group executives or the zonal coordinators. ApFOG tries to meet the expectations of its constituents by holding fora with the constituents so they voice their needs and ApFOG helps where they can or channel the grievances to the appropriate quarters. The organisational structure of ApFOG is presented in figure 4.1 showing the links within the organisation:

Fig. 4.1 *ApFOG Organisational Structure*



Source: Field Study (2013)

4.2.2 Ghana Cocoa, Coffee and Shea Nut Farmers Association (GCCSFA)

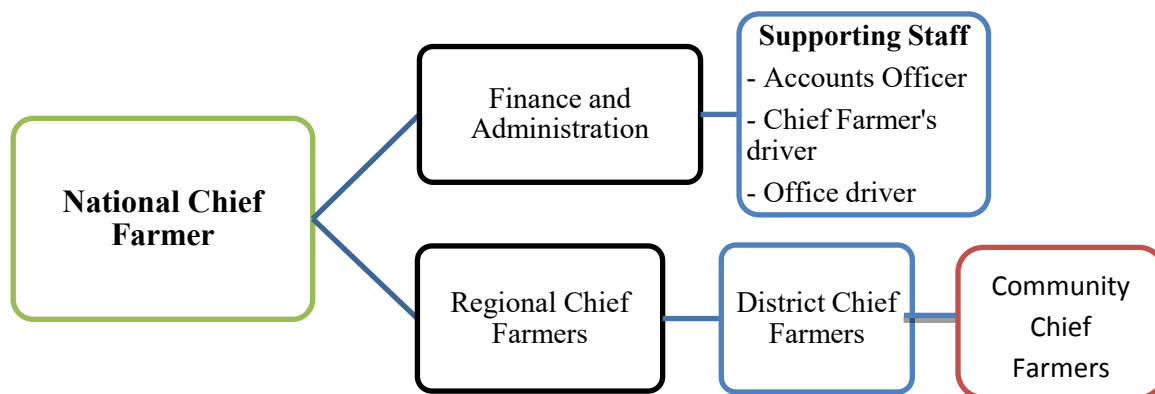
The Ghana Cocoa Coffee Shea Nut Farmers Association (GCCSFA) was founded in 1980 by the late Owusu Gyamfi, Offinso Soma Wura and Nana Nyarko in order to campaign for better prices of the cocoa, coffee and shea nut crops especially on the world market. The GCCSFA aims to bring all locally produced export crop farmers together under one umbrella. The association was started to promote unity, understanding, social, political and the economic well-being of its

members across the country. The organisation though has a headquarters in Accra uses a decentralised system of operation. The members select their own leaders at the various organisation levels; the organisation is structured from the village level to the national level. The village farmer society leaders elect their District Chief farmer, all District Chief farmers then choose the Regional Chief Farmer by voting at a meeting and then, the Regional Congress then elect their National Chief Farmer.

Although, it is a farmer organisation, the staff at their headquarters are employed formally and paid. The Community Chief Farmers serve as links between the community farmer groups and the district, regional and National Organisation and information is expected from the community to the district, to the regional and then to the national body. The chief farmers are not given any formal training to undertake their roles. Since they are selected based on their experiences and technical-know-how, they are expected to use their knowledge and skills to help out.

The services GCCSFA provides to its constituents include: training them in cocoa management and negotiating cocoa prices. The groups do not pay dues to the secretariat. The leadership does not visit the primary groups but they do try to reach them either through the group executives or the community chief farmers. The organisational structure of GCCSFA is drawn below and shows the links within the organisation:

Fig. 4.2 *GCCSFA Organisational Structure*



Source: Field Study (2013)

4.2.3 Peasant Farmers Association of Ghana (PFAG)

The Peasant Farmers Association of Ghana (PFAG) was started with a group of farmers put together by ActionAID in August, 2005 to give farmers one voice. This activity was later taken over by OXFAM which gave support to the farmers. In 2008, when the need arose for the farmers to stand on their own as an institution, a band in the United Kingdom called the Cold Play, offered their support in the form of £300, 000 through OXFAM to help in the institutionalisation process.

PFAG works mainly with cereal (maize, rice, soybean, millet) farmers; they also work with cassava and other small scale farmers. The areas they work in include Brong Ahafo Region, Greater Accra Region, Volta Region and the Northern Regions of Ghana. On record, they have

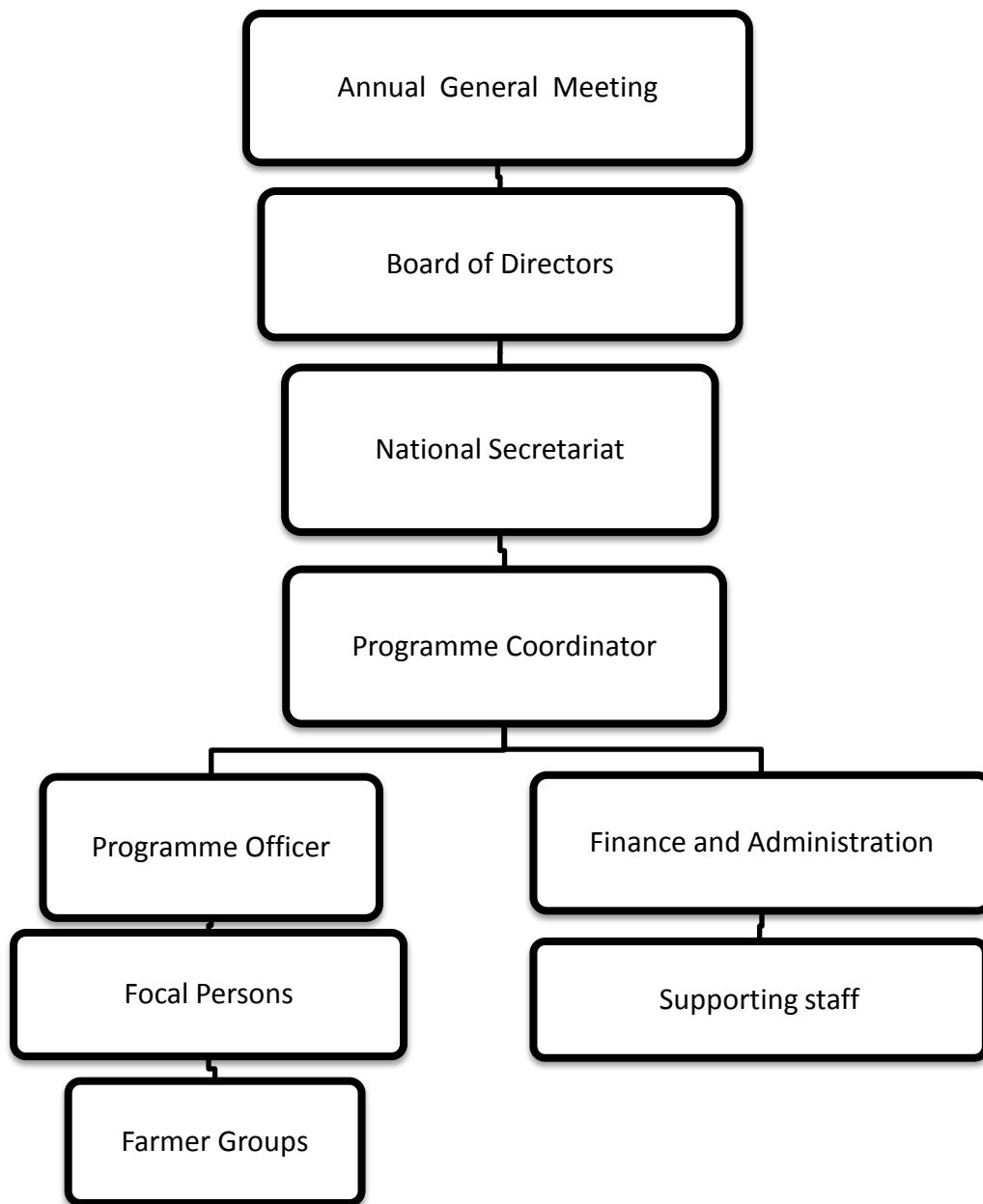
about 600 farmer groups/ organisations they work with and each group has an average of 25 farmers. PFAG is recognised among the civil society organisations and NGOs working in the areas of trade justice, fair agricultural and trade policies and poverty reduction. Their work also entails advocacy and lobbying, research and capacity building (Asibey- Bonsu, 2012). PFAG uses Focal Persons who serve as links between the farmer groups at the grassroots and PFAG. In order to function in their various roles properly, the Focal Persons are trained in the areas of Leadership, Management and Lobbying. The Focal Persons are also farmers.

The activities of PFAG include advocacy in the areas of bush burning, provision of buffer stocks, fertilizer subsidies, marketing and controlling Fulani herdsmen. Registered groups of PFAG pay dues to the secretariat. The leadership does not visit the primary groups regularly but they do their best to reach them through the focal persons.

PFAG determines the expectations of its constituents by organising fora with the constituents so they voice their needs and PFAG helps where they can or by channelling farmers' grievances to the appropriate quarters.

PFAG's organisational structure is shown below:

Fig. 4.3 *Organisational Structure of PFAG*



Source: Field Study (2013)

4.3 Chapter Summary:

Over the years and around the world, people who have worked together in groups and cooperatives have come to be acknowledged as self-help groups or associations and they operate on their own principles. In Ghana, cooperation can be traced back to the informal *nnoboa* period where farmers helped each other on their farms. Formal cooperation is credited to cocoa cooperatives, which gave rise to farmer organisations. FOs in Ghana have evolved; while some have failed along the line, others have been able to sustain themselves with or without the help of the Government.

Apex Farmer Organisations in Ghana over the years were the GCACSA during the colonial era, UGFC and GNAFF during the post-colonial era which failed due to their major influence by the Governments of those periods, although farmers have had some support from NGOs and other donor agencies. Currently, the new crop of FOs and Apex Farmer Organisations are established on Cooperative principles; generally, their aim is to unify farmers under one umbrella, and seek to represent the interest of farmers through advocacy for favourable policies and provision of services for their farmers.

CHAPTER FIVE

FINDINGS AND DISCUSSIONS

5.0 Introduction

In this chapter, the results of analysed data are presented. It focuses on the farmers' groups under the various apex organisations, their links with their Apex organisations, farmers' expectations of their various Apex organisations and how satisfied they are with the help and work of their various organisations. The data has been arranged to respond to the objectives of the study. To recapitulate, the objectives of the study are as follows:

1. To determine the extent to which farmer groups' expectations are met by their Apex Farmer Organisations.
2. To examine the capacities of Apex Farmer Organisations to represent the interests of their constituent farmers.
3. To find out how internal and external factors influence the capacity of Apex Farmer Organisations to represent the interests of their member constituents.

5.1 Background Information and Characteristics of Farmers' Groups

This section of the results is concerned with the background of the farmer groups and the characteristics of the respondents. These include information on the groups, the sex distribution of the respondents based on their Apex Organisations, and the various ways by which they are identified as members of their groups and their Apex organisations.

5.1.1 Background Information of Farmer Groups

This section gives some information about the various farmer groups under the Apex Farmer Organisations used for this study.

Apex Farmer Organisations Ghana (ApFOG)

ApFOG works in 3 main zones with a coordinator for each zone. It has 43 groups/ associations in all, with about 25 groups within the Southern zone. The groups interviewed were selected from this zone. The groups selected were Senya Edikanfo Fishmongers and Farmers Cooperative Society Limited and Women in Need Gari Processing Society.

Senya Edikanfo Fishmongers and Farmers Cooperative Society Limited

This group is found in the Awutu Senya District of the Central Region and is located in Senya Beraku, a small town in the Awutu Senya area. Though the group has about 48 registered members, only 25 (10 male and 15 female) are active (pers. comm.). According to some of the members, the remaining 23 are inactive due to some reasons; these include the fact that they feel that on their own, their situation is no different from when they are in a group; also they feel that their reasons (aid) for joining the group are not being met.

The group was registered as a cooperative in 2002. They became registered members of ApFOG in the year 2012 and have a group membership card. They joined ApFOG because they needed help with accessing markets for their produce. Currently, the aim of the group is to obtain loans from banks for their members and source information on new and improved methods of farming and farm management to equip their members.

According to their constitution, leaders are and should be selected by voting for them and they can only hold their positions for 4 years. They meet every Wednesday between the hours of 7:00 am and 9:00 am. They pay weekly dues of GHC 0.50p. When there are emergencies, the Chairman, usually assembles the group. The main crop grown by the people in this group is maize but some of them intercrop their maize with some fruits and vegetables. Some of the members also have agro forests; this is as a result of the aid given them by Adventist Development and Relief Agency (ADRA) when they started the group. The Senya Edikanfo Fishmongers and Farmers Cooperative Society Limited, as the name suggests is a cooperative made up of fishmongers, and farmers who not only rear animals but grow food crops as well. This cooperative started in the year 1996. When it started, its aim was to use a portion of their farms to grow trees that they would use solely for firewood. Later, the Adventist Development and Relief Agency (ADRA) came in to support this cooperative with information, inputs and training. This enabled them to grow over 30 acres of trees meant for firewood and other fuel sources.

Women in Need Gari Processing Society (WiNGPS)

This group is found in Bosomin, a town near Ayeldu in the Abura/ Asebu/ Kwamankese district of the Central Region of Ghana. It is a group made up of 20 active members; contrary to the name which implies that they are women, they have 2 men who help run and maintain the group's processing machinery. They meet on Sunday afternoons, between the hours of 2:00 pm and 4:00pm and pay monthly dues of GHC 2.00. The main crop grown by the members in this group is cassava, which is mainly used in the processing of the gari; some of the members also grow sweet potatoes, vegetables and even cocoa. Currently, the society has an 8 acre cassava farm where they grow 6 different varieties of cassava and process 4 different gari types.

The Women in Need Gari Processing Association was started in the year 1999 ApFOG registered the group in the year 2012 and gave them a group membership card. They joined ApFOG because they needed diverse markets for their produce. Currently, the groups aim is to source information on improved methods of pests and disease control and obtain loans for their members.

Over the years, they have had help from other organisations and been involved in projects including the extension agents from MoFA, Root and Tuber Improvement Project (RTIMP), Business Advisory Centre (BAC) and Rural Enterprise Project (REP) also came in to give them support and link them to markets, the Food Research Institute (FRI) of the Council for Scientific and Industrial Research (CSIR), and the African Centre for Economic Transformation (ACET). These organisations supported them in getting them to the International Trade Fair in 2008 to show off their products and sell some of their products; it was a means of getting them to make the association known to the outside world. Early this year, the West African Agricultural Productivity Programme has trained them also on capacity building and has pledged their support to the association.

Ghana Cocoa Coffee Shea-Nut Farmers Association

GCCSFA is an association for all cocoa, sheanut and coffee farmers in the country. They are found all over the country but recently, coffee was taken out of the association (pers. comm.). They are found in all the 10 regions. However, the groups studied are found in the Atiwa district in the Eastern region. The groups studied are the Ankaase Cocoa Farmers' Association and the Moseaso Cocoa Farmers' Association.

Ankaase Cocoa Farmers' Association

The Ankaase Cocoa Farmers' Association is found in the town of Ankaase. The group is supposed to be made up of all the cocoa farmers within the community and the surrounding communities, but it is made up of about 500 cocoa farmers. Not all the farmers recognize themselves as a part of this group, though GCCSFA recognises all the cocoa farmers within Ankaase as their members and each member is supposed to have a GCCSFA membership card. The association was re-established in 2000 after the election of the current chief farmer. Farmers joined the group because they needed to share ideas, exchange information and help one another. Currently, the aim of the association is to obtain loans for members, bring other „aloof“ cocoa farmers into the fold and petition the National organisation to come to their aid.

There is no written constitution for the group, leaders are not changed regularly; the current chief farmer has been in his position since the year 2000 and he became the chief farmer because he was recommended by the chief and elders of the town. The Ankaase Cocoa farmers meet every quarter and pay dues of GHC 1.00.

Within the larger cocoa farmers association, is a group called the Opportunity group who are supported by Opportunity International Savings and Loans Limited, who help farmers with loans and credits through the provision of farm inputs. These loans are paid back after harvesting and sale of the cocoa beans. The Cocoa Research Institute of Ghana (CRIG) also supports the farmers by organising trainings, workshops and other seminars for them to help them improve the quality of cocoa produced within the town.

Moseaso Cocoa Farmers

Akim-Moseaso is a small town found in the Atiwa district, a few kilometres away from Osino. Though the town is small, one can count more than 500 cocoa farmers within the area. The cocoa farmers within the Moseaso area are from the smaller towns in the area; which include Nkran, Meredane, Sekondi, Atwumaso and Kokoben. In this town, the cocoa farmers do not have a unified group. However, there are smaller cocoa farmer groups which have been put together by companies and organisations within the cocoa industry and also, farmers who have agreed to come together to help each other. These groups include the Cocoa Abrabopa Cocoa farmers group, the OLAM Cocoa farmers group and the Biakoye group; but according to the chief farmer, only 2 of the groups are active within the area, that is the Abrabopa and Biakoye groups. The chief farmer is a member and the chairman for the Biakoye group; this group meets every fortnight, specifically on Tuesdays.

The Biakoye group is made up of 21 members who pay dues of GHC 1.00 every month. The chief farmer meets all the cocoa farmers within the town after every District Level Chief Farmers meeting held every 3 months to relay information to the farmers from that meeting. This community, like Ankaase, has no written down constitution and so the chief farmer is recommended by the chief and elders and remains in his position for as long as he possibly can. The chief farmer of Moseaso has been in his position for 5 years and was recommended based on his family background, educational level, character and hardwork and most especially his experience and management of his cocoa farm. He was elected because the farmers felt the previous chief farmer was not being honest and fair with them.

Peasant Farmers Association of Ghana

PFAG is found in 7 regions in the country namely, the Northern, Upper East, Upper West, Brong Ahafo, Central, Volta and Greater Accra regions. The groups studied are found in 3 districts within the Greater Accra region; they are the Ashaiman Irrigation Development Farmers' Cooperative Society, Ada Tomato Cluster Initiative Cooperative and the Opeemi ji Odlomi Farmers' Association.

The Ashaiman Irrigation Development Farmers' Cooperative Society (AIDFCS)

This cooperative is made up of farmers' who have lands leased to the Ghana Irrigation Development Authority (GIDA). This cooperative is broken down into various societies based on the farm land location of the farmers; they are divided into the Dzorwulu Farmers' Association, Roman Down Farmers' Association, and Small Dam Farmers' Association. The main crops grown by the people on this scheme are vegetables (cabbage, carrot, onions, lettuce, pepper, green pepper and tomatoes), maize and rice. Each of these groups pays dues of GHC 1.00 every month at the various group levels and at the Cooperative level. The total land area is 155 ha (approx. 387.5 acres).

The cooperative became a part of PFAG in the year 2005 to help them access some aid that on their own they would not be able to. Though the entire cooperative meets every Thursday, the smaller groups also have their meeting days and times. The Small Dam Farmers' Association are a group of farmers who are located around the smallest dam on the scheme's land; they are made up of 11 farmers. This group was started 16 years ago by the first group of farmers to be given land around the dam. They meet every fortnight on Thursday between the hours of 11:00 am and 12 noon.

The Roman Down Farmers' Association was also started by farmers who were given lands around the Ashaiman Ada area but on the same Irrigation Development lands. This group is made up of 21 farmers. They meet every month on Wednesdays.

All the members have membership/ dues card given them from PFAG although they do not make any contributions to PFAG; they pay dues both at their group levels and at the cooperative level. Their dues are used mainly for the welfare of the group in terms of contributions to bereaved members and transportation to various workshops and training sessions. The focal person in this area was selected as focal person because he spearheaded the PFAG initiative and idea among the Ashaiman Irrigation Development farmers. Leaders are elected, but there are no specially laid down guidelines or criteria for selection.

Ada Tomato Cluster Initiative Cooperative (ATCIC)

This group was started by PFAG in 2010 in Asigbekope in Ada. They started this group in order to help tomato farmers by giving them a voice and an identity and to help them improve upon their production and help them with markets. This group comprises of members from the other small towns like Dogobom, Asigbekope, Pute and Toflokpo. They usually meet in Asigbekope especially when there is information from the PFAG secretariat for the farmers. The group has no regular meeting days, though dues are to be taken, members do not pay dues and there is no formal structure, though members are all tomato farmers. Although this group has a written down constitution which requires that they change the leadership every 2 years, the focal person has been in his current position because he spearheaded the establishment of PFAG in the area.

Opeemi ji Odlomi Farmers' Association (OjOFA)

This group of farmers are found in Osuwem in the Shai Osudoku district; they have a membership of about 30, and the main crops they grow are tomatoes, pepper, maize and cassava. This group was formed in the year 2008, they came together so they can share ideas, help each other and have better extension services and also to receive aid. Though they have been registered with PFAG since 2012, they have not had the opportunity of being involved with any of the activities of PFAG. The leaders of PFAG have never visited the farmers in Osuwem before; it is only the some of the executives that come to the secretariat when there are workshops and other trainings organised. This group has no laid down criteria for selecting their leaders, their leaders are elected but most of the group members are either related or are friends.

The table below summaries the background information of the farmer groups:

Table 5.1 Background Information of Farmer Groups

AFOs	FOs	Year of Registration with AFO	Membership	Apex Membership Identification	Dues Paid	Meeting Time
ApFOG	WinGPS	2012	48	Group Membership Card	GHC 0.50 weekly	Weekly
	Senya Edikanfo	2012	20		GHC 2.00 monthly	Weekly
GCCSFA	Ankaase Cocoa Farmers Association	2000	500	Member Identification/ Dues Card	GHC 1.00 quarterly	Quarterly
	Moseaso Cocoa Farmers Association	2000	500		GHC 1.00 monthly	Quarterly
PFAG	AIDFC	2005	32	Member ID/ Dues Card	GHC 1.00 monthly	Weekly
	ATCIC	2010	50	Not yet	GHC 1.00 monthly	Not regular
	OjOFA	2012	30		GHC 1.00 monthly	Not regular

Source: Field Study (2014)

5.1.2 Background and Characteristics of Farmers

The characteristics discussed here include the sex distribution, group and apex membership identification.

Sex Distribution of Farmers

Table 5.2 shows the number of respondents based on their affiliation to the apex organisations. The total number of farmers interviewed was 185, out of which 40% were female and the remaining 60% were male.

Table 5.2: Frequency Table of Sex Distribution of Respondents

Apex Organisations	Sex of Farmers		Total
	Male	Female	
ApFOG	12 (26.6%)	30 (73.4%)	42 (100%)
GCCSFA	39 (72.2%)	15 (27.8%)	54 (100%)
PFAG	60 (67.4%)	29 (32.6%)	89 (100%)
Total	111 (60%)	74 (40%)	185 (100%)

Source: Field Study (2014)

The results of the study show that 60% of the respondents are male and 40% are female; implying that the male were the dominant respondents (refer to table 5.2). It is obvious that although the males are dominant, both sexes are represented.

- ApFOG

Though 42 farmers were interviewed from ApFOG, only 28.57% are male and 71.43% are women; implying that women are dominant not only in crop production but also in the Gari processing among the ApFOG farmers.

- GCCSFA

54 (Ankaase- 25 and 29- Moseaso) cocoa farmers were interviewed, and only 27.78% were women whilst the remaining 72.22% were male.

- *PFAG*

This group has all its farmers as vegetable producers and had the largest number of respondents (89) and out of these, only 32.58% were female.

Membership Identification

Identification is usually used to show whether a person is truly a part of a group or society. There are different ways of identifying individuals as part of groups, organisations and even ethnic groups. All organisations and institutions have different ways of identifying their members, some use membership cards and others use certificates to identify their members, for instance, Fair Trade has certificates for all its members around the world. In the United States of America (USA), the National Corn Growers Association has membership cards for their registered members (www.ncga.com); others also use Annual Report Cards e.g. Fair Trade Coffee Cooperatives (www.globalexchange.org); in Asia, the Asian Farmers Association for Sustainable Development (AFA) give member identity cards to their farmer groups (www.afa.org). In Nigeria, farmers are identified by a unique biometric card (www.nigerianagriculturenews.ng).

The farmer groups and three organisations under study were found to have different ways of showing that a farmer belongs to their group or organisation. Each of the organisations had a means of identifying their members and they include the use of Membership cards, Dues cards and Group cards. Tables 5.3 and 5.4 below summarise the identification system within the various groups and organisations:

Table 5.3 Identification of Group Members

Apex Organisation	Mode of Identification				Total
	Membership Card	Identification Card	Dues Card	Other	
ApFOG	30	0	10	2	42 (100%)
GCCSFA	19	3	1	7	30 (55.6%)
PFAG	33	0	10	26	69 (77.5%)
Total	82	3	21	35	141 (76.2%)

Source: Field Study (2014)

When asked about their means of identification as part of the groups, only 76.2% of the respondents had answers; they either had membership cards, ID cards, dues cards or had not yet received their cards. The remaining 23.8% said they were not part of any group or did not know anything about the Apex organisations.

Table 5.4 Apex Membership Identification

Apex Organisations	Membership Identification				Total
	Not Yet	Membership Card	Group Card	Other	
ApFOG	0	0	42 (100%)	0	42 (100%)
GCCSFA	10 (18.6%)	38 (70.4%)	0	5 (9.3%)	53 (98.1%)
PFAG	33 (37%)	15 (16.8%)	0	2 (2.2%)	50 (56.2%)

Source: Field Study (2014)

- *ApFOG*

The respondents from the two farmer groups are given dues card which also serve as group membership cards in some cases; but when they register with ApFOG, each group is given a group membership card.

- *GCCSFA*

Within the cocoa areas used for the study, it was realised that, most of the cocoa farmers belonged to groups started by companies such as Abrabopa, Opportunity International Savings and Loans Ltd, and OLAM Ghana; within these groups, members are given membership cards which also serve as dues cards. The farmers said that if their apex body was handling their

(farmers") needs well, there would be no need for them to be looking to these other organisations for assistance. GCCSFA as an organisation also gives each cocoa farmer a membership card. Some farmers are not part of any of the groups but have the GCCSFA membership cards whilst others have the group and organisational cards; yet still others have none and still, some preferred to be identified by their pass books (used when they go to sell their cocoa beans with the LBCs).

- *PFAG*

Within the various groups interviewed, members have membership cards which also serve as dues cards for some groups. PFAG, like GCCSFA, gives each member of the groups a membership card to identify them as PFAG members. Within the groups, there are some members who are yet to receive their PFAG membership cards. For most of the farmers, though their groups are registered with PFAG, they say that they are not members of the organisation though they have the membership cards; their reason was that PFAG had disappointed them and had not kept their word to them.

5.2 Farmers' Expectations and Satisfaction with Services of Apex Organisations

When farmer groups and farmers become members of organisations, it is either because of the promises the Apex organisation in question made to them or because they expect that certain things would be done for them, with them or on their behalf. Farmer and Fedor, (1999), state that usually a psychological contract is formed when people become part of groups or cooperatives and organisations. They define a psychological contract as, "an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between that person and another party (usually the organisation, leaders, group executives and members). Rousseau and Parks (1993)

say that, the psychological contract is a kind of promissory contract involving beliefs which exist only “in the eye of the beholder” (in this case, the farmers).

Farmers were asked about their expectations of the Apex organisations to which they belonged, in meeting their needs and were then asked to rank them based on their satisfaction of how well the Apex organisations have met these needs.

5.2.1 Farmers' Reasons for Joining AFOs and Expectations of Apex Organisations

The farmers interviewed gave so many reasons why they would choose to be part of certain groups (be it community or otherwise) or not; the reason given by most of the farmers is that, they would want to receive aid/ help that they cannot get from their smaller groups such as sharing ideas with other farmers within the same community (refer to table 5.5). There are some services that due to certain financial constraints, small community farmer groups cannot provide for their group's benefit such as tractor services and so they may become a part of an Apex organisation so that they may have access to tractor services; and for reduction in costs of certain group activities such as cooperative marketing and benefits they are likely to receive as members of the group (Jacobsen, 1969; Bratton, 1986; Barrett and Ewert, 1998; Lothoré and Delmas, 2009 and Salifu et al., 2011). Hellin et al. (2007), concluded in their research on FOs that, most often, FOs are seen as one key way by which farmers gain access to markets.

The farmers across the organisations (35.7%- ApFOG, 18.5%- GCCSFA and 41.6%- PFAG) became members of these organisations because they needed assistance that they could not get from their own small groups and were of the view that only a „bigger“ organisation can help them. Some of them also say that the assistance they expect of the organisations was promised

them that is why they joined these groups / organisations. For instance, some PFAG farmers say they were promised tractor services, policy influence and fertiliser subsidy. Table 5.5 summarises the various reasons for which the respondents joined their various organisations.

Table 5.5 Reasons for Joining Apex Organisations

Reasons	Apex Farmer Organisations		
	ApFOG	GCCSFA	PFAG
Financial Aid/ Help	15 (35.7%)	13 (18.5%)	37 (41.6%)
Improved Production/Yield and Income	13 (31%)	11 (20.4%)	9 (10.1%)
Farmer/ Unity	7 (16.7%)	7 (13%)	22 (24.7%)
Education sponsorship	2 (4.8%)	0	0
Market	5 (11.9%)	0	0
Tractor service	0	0	2 (2.2%)
Total	42 (100%)	31 (57.41%)	70 (78.65%)

Source: Field Study (2014)

From the table it is seen that, only 57.41% and 78.65% of GCCSFA and PFAG farmers respectively stated their reasons for joining the groups, the remaining 42.59% and 21.35% of GCCSFA and PFAG farmers said they had no reason for joining the organisations. Lothoré and Delmas (2009) found that farmers would usually join FOs to help cater for services that otherwise on their own they could not afford to be among the five top reasons Bond et al. (2009) found as the reasons why farmers joined groups, was reduced market risk and increased voice in agricultural issues.

When farmers were asked for their expectations with regards to certain services, it was realised that the expectations were mainly with access to quality seed (90.5%), Extension and information services (83.3%), access to credit facilities (88.1%), access to farm equipment (75.4%), access to fertilizer and other chemical inputs (93.7%), access to ready market (61.1%), maintenance of farm machinery (50.5%) and pricing of produce (66.7%); over 50% of all

farmers (interviewed) expected the apexes to support them in these areas; confirming that the benefits of FOs membership is seen much more clearly when it comes to access to credit, seeds and fertilizers (Hellin et al., 2007). Table 5.6 also shows that all GCCSFA farmers and 54.8% and 55.1% of ApFOG and PFAG farmers respectively expected their apex organisations to help with access to quality seeds and labour. With regards to accessing quality seeds and labour, just a few (11.9%) of the ApFOG farmers expected a subsidy, whilst 42.6% of the cocoa farmers expected that a pod shop be situated in every community so they do not have to travel to Bunso all the time; and a few (13.5%) of PFAG farmers expected to receive them on credit.

Tables 5.6 and 5.7 summarises the expectations of farmers with respect to access to farm inputs and equipment. A section of the respondents (ApFOG- 21.4%), GCCSFA- about fifty seven percent (57.4%) and PFAG- thirty seven percent (37.1%) do not have problems with access to irrigation facilities. Twenty percent (20.4%) of the respondents expect to receive pumps and filters to use on the water they use on their crops, and 11.2% expect to have dug out wells and dams constructed for them. The majority also prefer to have their groups handle issues with maintenance of group farm machinery.

With regards to access to ready markets, the expectations of standardised scales and clerks paying on time applies only to the cocoa farmers since they usually have to weigh their beans and be paid by the purchasing clerks; with the storage facilities, the cocoa farmers (100%) prefer to store their beans by themselves in their own places for fear of thieves. Table 5.8 summarises the expectations of farmers with respect to access to post harvest services.

Table 5.6 Farmers' Expectations of AFOs with respect to Farm Inputs

Services	Expectation	Apex Organisations			TOTAL (185)
		ApFOG	GCCSFA	PFAG	
Access to quality seed	Not a problem	0	7 (13%)	5 (5.6%)	12 (6.5%)
	Provide for free	4 (9.5%)	7 (13%)	8 (9%)	19 (10.3%)
	Provide on Credit	4 (9.5%)	2 (3.7%)	12 (13.5%)	18 (9.7%)
	Decentralisation	4 (9.5%)	23 (42.6%)	10 (11.2%)	37 (20%)
	Subsidise	5 (11.9%)	1 (1.9%)	6 (6.7%)	12 (6.5%)
	Through extension officers	3 (7.1%)	5 (9.3%)	7 (7.9%)	15 (8.1%)
	Timely supply through the group executives	3 (7.1%)	9 (16.7%)	1 (1.1%)	13 (7%)
Total		23 (54.8%)	54 (100%)	49 (55.1%)	126 (68.1%)*
Access to Labour	Not a problem	18 (42.9%)	28 (51.9%)	30 (33.7%)	76 (41.1%)
	Loan for labourers	5 (11.9%)	19 (35.2%)	15 (16.8%)	39 (21.1%)
	Provide machinery instead	0	0	4 (4.5%)	4 (2.2%)
	Bring experts to help	0	5 (9.3%)	0	5 (2.7%)
	Ban galamsey	0	2 (3.7%)	0	2 (1.1%)
Total		23 (54.8%)	54 (100%)	49 (55.1%)	126 (68.1%)*
Access to Fertilizer and other Chemical Inputs	Not a problem	1 (2.4%)	4 (7.4%)	3 (3.4%)	8 (4.3%)
	Provide for free	0	0	3 (3.4%)	3 (1.6%)
	Provide on Credit	0	10 (18.5%)	11 (12.4%)	21 (11.4%)
	Subsidise	1 (2.4%)	28 (51.9%)	20 (22.5%)	49 (26.5%)
	Timely and regularly through the executives	12 (28.6%)	6 (11.1%)	4 (4.5%)	22 (11.9%)
	Subsidise and Decentralise	9 (21.4%)	6 (11.1%)	8 (9%)	23 (12.4%)
Total		23 (54.76%)	54 (100%)	49 (55.06%)	126 (68.11%)*
Land Acquisition and Issues	Not a problem	23 (54.8%)	50 (92.6%)	27 (30.3%)	100 (54.1%)
	Ban galamsey	0	3 (5.6%)	0	3 (1.6%)
	Provide loan for land	0	1 (1.9%)	2 (2.2%)	3 (1.6%)
	IDA handles that	0	0	20 (22.5%)	20 (10.8%)
Total		23 (54.8%)	54 (100%)	49 (55.1%)	126 (68.1%)*
Extension and Information Services	Not a problem	0	4 (7.4%)	7 (7.9%)	11 (5.9%)
	Trained to handle this	6 (14.3%)	0	0	6 (3.2%)
	Decentralise	2 (4.8%)	2 (3.7%)	0	4 (2.2%)
	Regular visits and training	15 (35.7%)	48 (88.9%)	42 (47.2%)	105 (56.8%)
Total		23 (54.8%)	54 (100%)	49 (55.1%)	126 (68.1%)
Credit and Financial Facilities	Not needed		8 (14.8%)	7 (7.9%)	15 (8.1%)
	Provide free funds through executives	12 (28.5%)	12 (22.2%)	0	24 (13%)
	Link to banks	6 (14.3%)	14 (25.9%)	26 (29.2%)	46 (24.9%)
	Through inputs	5 (11.9%)	20 (37%)	16 (18%)	41 (22.2%)
Total		23 (54.8%)	54 (100%)	49 (55.1%)	126 (68.1%)*

Source: Field Study (2014)

*-some of the farmers had no knowledge about the AFOs. They said they were not aware that their group was part of a larger group (the AFO).

Table 5.7 Farmers Expectations with respect to Equipment

Services	Expectations	Apex Farmer Organisations			TOTAL
		ApFOG	GCCSFA	PFAG	
Maintenance of farm machinery	Not a problem	3 (7.1%)	1 (1.9%)	5 (5.6%)	9 (4.9%)
	Provide money to work on them	7 (16.7%)	9 (16.7%)	5 (5.6%)	21 (11.4%)
	Loan for maintenance	1 (2.4%)	0	1 (1.1%)	2 (1.1%)
	Provide experts to work on them	0	6 (11.1%)	9 (10.1%)	15 (8.1%)
	Group would handle it	7 (16.7%)	10 (18.5%)	29 (32.6%)	46 (24.9%)
Total		18 (42.9%)	26 (48.1%)	49 (55.1%)	93 (50.3%)*
Access to Irrigation facilities	Not a problem	9 (21.4%)	31 (57.4%)	33 (37.1%)	73 (39.5%)
	Provide all facilities for free	10 (23.8%)	2 (3.7%)	0	12 (6.5%)
	Provide pump on credit	4 (9.5%)	6 (11.1%)	0	10 (5.4%)
	Provide for free pump and filter	0	11 (20.4%)	6 (6.7%)	17 (9.2%)
	Provide dug outs and dams	0	0	10 (11.2%)	10 (5.4%)
	Ban galamsey in the area	0	4 (7.4%)	0	4 (2.2%)
Total		23 (54.7%)	54 (100%)	49 (55%)	99 ()
Access to Farm Tools	Not a problem	7 (16.7%)	11 (20.4%)	13 (14.6%)	31 (16.8%)
	Provide for free	9 (21.4%)	11 (20.4%)	11 (12.4%)	31 (16.8%)
	Provide on Credit	3 (7.1%)	7 (13%)	5 (5.6%)	15 (8.1%)
	Decentralise	0	0	3 (3.4%)	3 (1.6%)
	Subsidise	1 (2.4%)	18 (33.3%)	14 (15.7%)	33 (17.8%)
	Through the executives	3 (7.1%)	7 (13%)	3 (3.4%)	13 (7%)
Total		23 (54.8%)	54 (100%)	49 (55.1%)	126 (68.1%)*
Access to Harvesting Equipments	Not a problem	20 (47.6%)	44 (81.5%)	42 (47.2%)	106 (57.3%)
	Provide for free	2 (4.8%)	5 (9.3%)	3 (3.4%)	10 (5.4%)
	Provide on Credit	1 (2.4%)	1 (1.9%)	3 (3.4%)	5 (2.7%)
	Subsidise	0	4 (7.4%)	1 (1.1%)	5 (2.7%)
Total		23 (54.76%)	54 (100%)	49 (55.06%)	126 (68.11%)*

Source: Field Study (2014)

Tables 5.6 – 5.8 show that, member farmers of the different AFOs have different expectations of their organisations with regards to same services although a thin line can be drawn between these differences. With regards to expectations on land acquisition and issues, although majority of ApFOG and GCCSFA farmers (ApFOG- 54.8%, GCCSFA- 92.6%) agree that it is not an issue, the cocoa farmers in Ankaase whose farmlands are being taken over by illegal miners, which is

affecting access to labour, expect that their representatives would step in and advocate on their behalf so that their farmlands are not taken away to be used as mines. Some of the farmers say that they are neither affected by lack of labourers nor do they mind working on their farms by themselves. Also, farmers have a high expectation towards access to fertilizer and chemical inputs and if Apex organisations do these, the farmers will be highly satisfied.

Table 5.8 Farmers' Expectations of AFOs with respect to Post-Harvest Services

Services	Expectations	A F Os			Total (185)
		ApFOG (42)	GCCSFA (54)	PFAG (89)	
Access to Storage Facilities	Not a problem	23 (54.8%)	54 (100%)	38 (42.7%)	115 (62.2%)
	Provide for free	0	0	5 (5.6%)	5 (2.7%)
	Link to processors	0	0	6 (6.7%)	6 (3.2%)
Total		23 (54.76%)	54 (100%)	49 (55.06%)	126 (68.11%)*
Access to Ready Markets	Not a problem	13 (30.9%)	26 (48.1%)	10 (11.2%)	49 (26.5%)
	Link to customers/ processors with better prices	10 (23.8%)	8 (14.8%)	39 (43.8%)	57 (30.8%)
	Standardise scale	0	16 (29.6%)	0	16 (8.6%)
	Clerks must pay on time	0	4 (7.4%)	0	4 (2.2%)
Total		23 (54.76%)	54 (100%)	49 (55.06%)	126 (68.11%)*
Transportation to Markets	Not a problem	17 (40.5%)	46 (85.2%)	32 (35.9%)	95 (51.4%)
	Provide for free	6 (14.3%)	0	3 (3.4%)	9 (4.9%)
	Provide truck to group	0	8 (14.8%)	14 (15.7%)	22 (11.9%)
Total		23 (54.76%)	54 (100%)	49 (55.06%)	126 (68.11%)*
Pricing	Not a problem	9 (21.4%)	9 (16.7%)	24 (27%)	42 (22.7%)
	Standardise prices	3 (7.1%)	0	23 (25.8%)	26 (14.1%)
	Group handles it	11 (26.2%)	0	1 (1.1%)	12 (6.5%)
	Increase price	0	45 (83.3%)	1 (1.1%)	46 (24.9%)
Total		23 (54.76%)	54 (100%)	49 (55.06%)	126 (68.11%)*

Source: Field Study (2014)

Hellin et al. (2009), also found out that like most of the farmers interviewed, farmers in Mexico and India after joining FOs expected benefits such as good market services, financial services, information and extension services and policy advocacy.

AFI Intermediaries' Knowledge About Farmers Expectations

Though the organisations claimed to know what and how their farmers expect services to be rendered them, when they were asked their responses showed otherwise. Some really did know and others did not have the slightest idea. The majority responses of the farmers were compared to the responses of the Zonal Coordinator of ApFOG, the 12 chief farmers of GCCSFA interviewed and the 3 focal persons of PFAG. The Zonal Coordinators of ApFOG, the Focal Persons of PFAG and the Chief Farmers of GCCSFA serve as intermediaries between the farmers within the community groups and the national executives. They usually relay information from the top hierarchy to the farmers and from the farmers to the top hierarchy.

The Zonal Coordinator knows what the farmers' expectations are, the Chief Farmers also know what their farmers expect but the Focal persons do not really know some of the services the farmers expect; tables 5.9 to 5.11 show the results of these responses:

Table 5.9 Zonal Coordinator's Knowledge of Farmers' Expectations (ApFOG)

Services	Farmers' Expectation	Zonal Coordinator Response
Access to quality seeds	Subsidise	Subsidise
Access to labour	Can handle it	Help them financially
Maintenance of farm machinery	Help with finances	Help them financially
Land acquisition and issues	Can handle it	Register lands for them
Extension and Information services	Regularise visits and trainings	Provide them with regular and updated farm information
Access to fertilizer and chemical inputs	Timely and regular through executives	Subsidise and free if possible
Access to Credit and Financial Facilities	Provide through the executives	Help them to get loans
Access to Farm equipment	Should be free	Should be free
Access to Storage Facilities	Can handle it	Should be free
Access to Ready Market	Handle at group level	Link them to customers
Pricing of Produce	Handle at group level	Negotiate on their behalf

Source: Field Study (2014)

Table 5.10 Chief Farmers' Knowledge of Farmers' Expectations (GCCSFA)

Farm Activities	Farmers' Expectations	Chief Farmers' Response
Access to quality seeds	Decentralised to the various towns.	Decentralised to the communities and distributed through the Chief Farmer.
Access to labour	Handled by individuals	Handled by individuals
Maintenance of farm machinery	Groups would handle it	Link to experts
Land acquisition and issues	Handled by individuals	Handled by individuals
Extension and Information services	Extension officers should visit and train farmers" regularly	Link to extension officers who would visit and train farmers" regularly.
Access to fertilizer and chemical inputs	Subsidize	Subsidise
Access to Credit and Financial Facilities	Through inputs	Through the banks with Chief farmers" as guarantors.
Access to Storage Facilities	Handled by individuals	Handled by individuals
Access to Ready Market	Handled by individuals	Handled by individuals
Pricing of Produce	Increase price	Increase price

Source: Field Study (2014)

Table 5.9 shows that, in the case of ApFOG the Zonal Coordinator had good knowledge of farmers" expectations with regards to services such as access to quality seeds, maintenance of farm machinery and access to farm tools; but in some cases (i.e. seven out of the eleven variables), the farmers" expectations did not match his knowledge of their (farmers) expectations. For instance, with regards to issues such as labour, land, access to fertilizer and other chemical inputs, credit and financial facilities, marketing and pricing of their produce.

In the case of PFAG, the Focal Person"s knowledge on farmers" expectations matched in all aspects except with the maintenance of farm machinery, access to quality seeds, farm tools, ready markets and access to credit and other financial facilities (i.e. five out of the eleven stated services) (refer to table 5.11).

However, the chief farmers of GCCSFA had a better knowledge of the farmers" expectations since they matched in all issues except for two out of the eleven stated services, i.e. farm machinery and storage facilities.

This shows that, the Chief Farmers are better able to understand and speak out on behalf of their farmers than the Focal Persons and the Zonal Coordinator.

Table 5.11 Focal Persons' Knowledge of Farmers' Expectations (PFAG)

Farm Activities	Farmers' Expectations	Focal Persons' Responses
Access to Quality Seeds	Provide on credit	Not a problem for farmers
Access to Labour	Can handle it	Not a problem for farmers
Access to Irrigation Facilities	Can handle it	Not a problem for farmers
Maintenance of Farm Machinery	Groups would handle it	Link to experts
Land Acquisition	Can handle it	Not a problem for farmers
Farm Information and Extension	Regular visits from extension officers	Link farmers to regular extension officers
Access to fertiliser and chemical inputs	Subsidize	Subsidize
Access to credit and financial facilities	Link to banks	Not a problem for farmers
Access to Farm Equipments	Subsidize	Link to service providers and subsidize
Access to harvesting Equipments	Handled by individuals	Handled by individuals/ groups
Access to Storage Facilities	Handled by individuals/ groups	Handled by individuals/ groups
Access to Ready Markets	Link to customers with better prices/ link to processors	Link to processors/ better markets
Transportation	Handled by individuals	Handled by individuals
Pricing of Produce	Handled by individuals	Handled by individuals

Source: Field Study (2014)

Meeting Farmers' Reasons for Joining Apex Organisations

Dakurah et al. (2005) found that the ability of any cooperative or organisation to meet the needs and expectations of its members“ depends on how management effectively evaluates the needs of the members“. About thirty three percent of the respondents said that their Apex organisations have not met their reasons for joining the groups; when reasons are not met, most members become inactive and non-committed to the group. The reasons that some of the farmers gave for not being part of groups and farmer organisations was the fact that, they feel that in terms of aid/ help that they may receive, they are better off than those who are members of groups, some also responded that they are better off on their own and others think that being a member of any group is costly; this confirms what Dakurah et al., (2005) found when they state that, “most cooperative members become disenfranchised with their organisations, and it is reflected in member dissatisfaction, lack of member commitment, participation...”; Salisbury (1984) also confirms this. Bond et al. (2009) found out in a research conducted in California that most often the very reasons for which farmers join FOs become the very reasons for which they leave

because they are usually not satisfied. There exists a wide gap between the farmers' expectations and the services rendered them by their FOs. Like the respondents for the study, they usually expect services to be rendered in a particular form but they are either not rendered or rendered in a way that lowers the expectation of the FOs by the farmers.

5.2.2 Farmers' Perceptions of Services from Apex Organisation

This section throws light on the importance farmers attach to the services rendered by their AFOs and their level of satisfaction with these services.

Farmers place a lot of importance on their needs; therefore the extent to which these needs are met determines their level of satisfaction. When farmers have their expectations met in the way they expect and have their reasons for joining the groups met, then they are very satisfied not just with the services rendered them but with the organisation as well; and this influences their perceptions about their Apex Organisations. Hernández-Espallardo et al. (2009) concluded from their research in Murcia, that FO members' perception of their FOs performance either increases or decreases their satisfaction with the FO.

For each service on level of importance and satisfaction listed, a Likert of 1-5 was used to help assess the farmers' perception of the work of their apex organisations; for expectations, 1- Unimportant, 2- Moderately important, 3- Undecided, 4- Important and 5- Very important; whilst for the satisfaction levels, 1- Very dissatisfied, 2- Dissatisfied, 3- Undecided, 4- Satisfied and 5- Extremely satisfied.

Importance of and Farmers' Satisfaction with Certain Services Rendered by Apex Organisations

Tables 5.12 and 5.13 below summarise the importance farmers placed on each of the services and the rate of satisfaction with services rendered in certain areas of production and marketing. Within the table, the scales very unimportant and moderately important (1 and 2) were considered as unimportant, while important and very important (4 and 5) were considered as very important; also, the scales dissatisfied and very dissatisfied (1 and 2) were considered as dissatisfied, while satisfied and extremely satisfied (4 and 5) were considered as satisfied. Table 5.12 shows only the frequencies of farmers that identified the listed services as important or very important and table 5.13 also shows the frequencies of farmers that were either satisfied or extremely satisfied; the rest of the farmers were either not satisfied or not applicable because they were not part of groups or organisations and still some did not know about their apex organisations. Bond et al. (2009) found that, farmers were dissatisfied with services rendered by FOs because there is usually a gap between what the farmers expected of the FOs and what the FOs actually did in reality.

Table 5.12 Importance of Services to Farmers

Services	Apex Farmer Organisations			Total (185)
	ApFOG (42)	GCCSFA (54)	PFAG (89)	
Access to Quality Seeds	21 (50%)	52 (96.3%)	45 (50.6%)	118 (63.8%)
Access to Labour	9 (21.4%)	43 (79.6%)	19 (21.3%)	71 (38.4%)
Access to Irrigation Facilities	9 (21.4%)	32 (59.3%)	23 (25.8%)	64 (34.6%)
Maintenance of Farm Machinery	9 (21.4%)	26 (48.1%)	6 (6.7%)	41 (22.2%)
Land Acquisition	20 (47.6%)	15 (27.8%)	36 (40.4%)	71 (38.4%)
Farm Information and Extension	25 (59.5%)	39 (72.2%)	34 (38.2%)	98 (53%)
Access to fertiliser and chemical inputs	9 (21.4%)	40 (74.1%)	34 (38.2%)	83 (44.9%)
Access to credit and financial facilities	28 (66.7%)	38 (70.4%)	45 (50.6%)	111 (60%)
Access to Farm Equipments	15 (35.7%)	35 (64.8%)	20 (22.5%)	70 (37.8%)
Access to harvesting Equipments	9 (21.4%)	11 (20.4%)	53 (59.6%)	73 (39.5%)
Access to Storage Facilities	17 (16.4%)	27 (50%)	33 (37.1%)	77 (41.6%)
Access to Ready Markets	39 (86.7%)	46 (85.2%)	28 (31.5%)	113 (61.1%)
Transportation	10 (23.8%)	20 (37%)	50 (56.2%)	80 (43.2%)
Pricing of Produce	21 (50%)	40 (74.1%)	45 (50.6%)	106 (57.3%)

Source: Field Study, 2014

Table 5.13 Farmers' Satisfaction with Services Rendered by Apex Organisations

Services	Apex Farmer Organisations			Total (185)
	ApFOG	GCCSFA	PFAG	
Access to Quality Seeds	13 (31%)	15 (27.8%)	11 (12.3%)	39 (21.1%)
Access to Labour	7 (16.7%)	18 (33.3%)	7 (7.9%)	32 (17.3%)
Access to Irrigation Facilities	7 (16.7%)	16 (29.6%)	3 (3.4%)	26 (14.1%)
Maintenance of Farm Machinery	5 (11.9%)	4 (7.4%)	5 (5.6%)	14 (7.6%)
Land Acquisition	12 (28.6%)	21 (38.9%)	7 (7.9%)	40 (21.6%)
Farm Information and Extension	16 (38.1%)	21 (38.9%)	16 (18%)	53 (28.5%)
Access to fertiliser and chemical inputs	4 (9.5%)	4 (7.4%)	17 (19.1%)	25 (13.5%)
Access to credit and financial facilities	1 (2.4%)	3 (5.6%)	2 (2.2%)	6 (3.2%)
Access to Farm Equipments	4 (9.5%)	7 (13%)	6 (6.7%)	17 (9.2%)
Access to harvesting Equipments	6 (14.3%)	18 (33.3%)	4 (4.5%)	28 (15.1%)
Access to Storage Facilities	17 (40.4%)	44 (81.5%)	3 (3.4%)	64 (34.6%)
Access to Ready Markets	13 (30.9%)	20 (37.1%)	2 (2.2%)	35 (18.9%)
Transportation	6 (14.3%)	27 (50%)	2 (2.2%)	35 (18.9%)
Pricing of Produce	16 (38.1%)	8 (14.9%)	3 (3.4%)	27 (14.6%)

Source: Field Study (2014)

Importance of Access to Quality Seed and Satisfaction

Out of the 185 farmers interviewed, 118 farmers (63.8% i.e. 21 ApFOG farmers, 52 GCCSFA farmers and 45 PFAG farmers) agreed that access to quality seeds is very important; and they would prefer that these quality seeds were made available within their local communities where they can access them easily; a few of the farmers felt it was unimportant and did not mind where they got it from though they would prefer to save from their previous season or get from other farmers. The farmers expect that, high quality seeds would be purchased in agricultural shops situated in their various communities and townships; for the cocoa farmers, they say that Bunso is quite a distance and also, the breeders should be aided to breed enough to serve them. When questioned on how satisfied they were with the assistance of their apex organisations with regard to access to quality seeds, 21.1% (39 farmers) of the 185 farmers interviewed were satisfied.

Importance of Access to Farm Labour and Satisfaction

Labour is another very important aspect of farming. About thirty-eight percent (38.4%) of the farmers interviewed agree that farm labour is one of the very important inputs of production. Farmers expect that the organisations assist them by financing the pay of the labourers; they pay them „by-day“ and it is very costly. For the cocoa farmers in Ankaase, most of their farm lands are being taken over by illegal miners. Illegal mining offers most of the young people who usually help on the farms a quicker means of making money so they prefer to mine farmlands illegally than toil on another's farm. A few of the farmers are content working on their farms even without the help of labourers, whilst about 82% are very dissatisfied that they cannot get help from labourers and also that their apex organisation seem to be doing nothing about it. Therefore, although farmers place a high importance on access to labour, they are dissatisfied because their AFOs have not offered any assistance in that area.

Importance of Access to Irrigation Facilities and Satisfaction

Irrigation involves regular and ready supply of water to crops grown and this can be done in so many ways; through the use of water pumps, rubber hoses, watering cans and overhead tanks that also use pumps. All farmers agree that irrigation is one very important input in terms of production; but only about thirty five percent (34.6%) of the farmers agree that irrigation facilities to aid with proper farm irrigation is very important (Table 5.12). They expect that their apex organisations would assist them to purchase and fix these equipment by loaning them the money they need and then they pay back in instalments. Fourteen percent (14%) are satisfied; a few of the farmers said that since their apex organisations have not helped them with irrigation facilities before, they cannot say whether they are satisfied or dissatisfied with that (Table 5.13).

Importance of Maintenance of Farm Machinery and Satisfaction

According to Rijk (2012), mechanisation embraces the use of machines, tools and other equipment for agricultural land development and food production. With the use of these machines come costs of maintenance, fixing and replacing worn out parts. These machinery are meant to reduce drudgery on farms and make farm work easier for farmers. In this day where mechanised farming is being encouraged, most farmers expect to have tractors and other mechanised tools to help make their labour on the farm easier and less costly. For the cocoa farmers in Moseaso, tractors are not used in their community because of the nature of their land and also for some of the farmers in the Senya Beraku area. The Ashaiman Irrigation farmers hire tractors within their own groups to work on their plots one at a time, whilst the Opeemi ji Odolomi farmers complain that their tractor has broken down for months and their call for help

has not been heeded. Fourteen percent (14%) are satisfied with the way things are and some others say they do not mind whether they are given tractors or other machinery or not.

Importance of Land Acquisition and Issues and Satisfaction

Land is a very important asset to every farmer, without land there would be no farms. About 90% of the farmers interviewed owned their farmlands. Thirty five percent (35%) had no expectation of their apex organisation in relation to land acquisition and issues such as tenure but most of the cocoa farmers in Ankaase expect that their apex organisation would work with their chief to help regain their farmlands. The Chief farmers interviewed confirm that, they can do nothing concerning land issues on behalf of the farmers. Twenty eight percent (28%) are indifferent to the non-intervention of apex organisations in land issues.

Importance of Information and Extension Services and Satisfaction

For most of the communities visited, they receive agricultural information and other extension services from the Agricultural Extension officers of MoFA and the cocoa farmers have information from CRIG. Information the farmers receive range from farm management, crop handling and harvesting to marketing and other post-harvest concepts. They expect that their apex organisations would train personnel to come and help the few extension agents MoFA sends out to them. Seventeen percent (17%) are dissatisfied because they do not receive regular visits and are not satisfied that their apex organisations are not reaching out to them with agricultural information whilst 29% are extremely satisfied because they say they understand that the extension officers are few and are doing their best. Since most farmers had a high expectation of the extension agents, they are satisfied that though the extension agents do not visit regularly, their Apex organisations are able to link them to other sources of information.

Importance of Access to Fertiliser and Chemical Inputs and Satisfaction

Most farmers use fertiliser and other chemical inputs such as insecticides and weedicides to help maintain their farms and provide nutrients for their crops. They complain of the high costs of these chemicals and ask that their apex organisations advocate for subsidies on their behalf. Forty five percent (45%) agree that fertiliser and the other chemicals are very important to their production and about eighty six percent (86.5%) are dissatisfied with the way their apex organisations are doing nothing about their plight. Although the apex organisations (PFAG and ApFOG) say that they have advocated for fertiliser subsidies and PFAG even got their farmers using the card system where farmers are given chits for subsidised fertiliser, the farmers say they this is untrue and that these organisations have done nothing in that area for them. The cocoa farmers also complain that, although they are supposed to have the free mass spraying regularly, it is done only once in a year and sometimes, their farms are not sprayed at all.

Importance of Access to Credit and Financial Facilities and Satisfaction

Gradually, the sources of credit and loans for farmers are diminishing; this is because, most institutions have problems getting back loans from farmers and farmers complain even when they sign contracts to have banks provide them with inputs and credit their accounts after harvest. Most group executives do not also want to get involved because of some past experiences they have had. Farmers need money to be able to cater for their farms; they join these groups to help improve their production and make profits but with the high costs of the farm inputs, they seem not to make any profits. Sixty percent (60%) confirm that finance and credits are very important to boost their production and marketing but about ninety six percent (96.8%) are dissatisfied that their apex organisations are not linking them to credit and financial

institutions. Although, the farmers say they are willing to pay back whatever they borrow after harvest and expect that they be linked to banks; and the groups with bank accounts expect that their members be guaranteed for loans once they use the banks' services, their leaders are also sceptical since they say that it is very difficult to have a farmer pay back a loan. The Ashaiman Irrigation farmers have their own loan system for farmers who need help, in this system, two farmers are asked to guarantee for the farmer in need and the guarantor may also be held responsible for non-payment when the time is due; this keeps most farmers away especially as guarantors. The other groups interviewed do not have this kind of system.

Importance of Access to Farm Equipment and Satisfaction

When asked about farm tools such as hoes, cutlasses, and farm wears such as the boots and other protective clothing, the farmers say that they expect their apex organisations to reward, encourage and motivate them with these items; some also complained about the cost and expect their apex organisations to lobby for subsidies or reduction in costs on these items. Though they complained, 30% of the farmers say that they can buy these things for themselves even without help from their apex organisations; and about 91% are dissatisfied that their apex organisations are not helping them in the area of costs reduction on these items and/ or subsidies. They also expect that instead of having to go into town and sometimes, farther away from their towns just to get these items, they should be supported to have agricultural shops in their own towns and communities so they do not travel just to get these.

Importance of Access to Harvesting Equipment and Satisfaction

With regards to harvesting equipment, the cocoa farmers say that they are content and that they can afford the sickle; the other vegetable, cereal and tuber farmers say they do not need

harvesting equipment. A few expect that their apex organisation help them with combined harvesters for their groups. Most of them would even prefer to buy these for themselves and are not bothered whether they are provided or not.

Importance of Storage Facilities and Satisfaction

Out of the 185 farmers interviewed, only 77 (41.6%) agreed that access to storage facilities were an important service they needed rendered by their AFOs. Over a third of the ApFOG farmers (40.4%) were satisfied with the services rendered them with respect to access to storage facilities, whilst most cocoa farmers (81.5%) are satisfied because they store their cocoa beans themselves. On the other hand, more PFAG farmers (19.1%) are very much satisfied with the services PFAG has rendered them in helping them access fertilizers and other forms of chemical inputs in comparison with the other forms of service (Tables 5.12 and 5.13). The WiNGPS (ApFOG farmers) have a storage room for their excess and sometimes processed products. The tomato farmers expect that they be linked to processors so that they do not have a lot of post-harvest losses especially after the market women have come to purchase what they need for the markets. About 35% of the farmers are satisfied because they do not really have to store any of their products especially since the market women come to take these vegetables directly off the farm.

Importance of Access to Ready Markets and Satisfaction

To have a ready market to sell one's products especially perishable farm products is very critical to most farmers; though sometimes, they have market women and men who come to buy their products directly from the farm, they expect that their apex organisations also link them to customers and other buyers with better prices and also to processors or to help them start

processing their excess foodstuffs instead of sometimes having to watch them go bad on the farm. 61% of the farmers agree that having a ready market for your produce is very important but 81% are very dissatisfied that their representatives are not helping them with markets. For the WiNGPS, they say that they are grateful to their apex organisation for their help in linking them to research organisations and other business institutions to help them find ways to better market their produce. The cocoa farmers say that though the market is there, their means of weighing what they sell is bad and the farmers feel cheated. ApFOG states as one of its objectives, that it would lobby for better markets and prices for its constituents. The tables above show that although more than a third of farmers also regard these services as very important, they are least satisfied with the way services with regards to markets are rendered. One of the objectives of PFAG is to help their constituent farmers“ access good markets and also regulate prices of their produce but table 5.13 above shows that only 3.4% and 2.2% are satisfied with the services rendered them with regards to pricing and access to ready markets respectively.

Importance of Transportation to Markets and Satisfaction

Though the farmers say that having transportation to their markets is important (about 43%), they expect that at least they have trucks for the various groups to be able to send their produce to the markets and these trucks are to be subsidised for them by their apex organisations; some also prefer to transport their produce themselves without any help from their apex bodies. This confirms what Lothoré and Delmas (2009) found in their research within eleven African countries (Benin, Cameroon, Guinea, Mali, Burkina Faso, Burundi, Ivory Coast, Madagascar, Niger, DR Congo and Senegal) that one of the things farmers of FOs consider important apart from access to ready markets is transportation of products to markets where prices are better because farmers believe that this increases the value of their produce. Some of the farmers in

Moseaso who sell their cocoa beans to OLAM Company just have to tell the clerks that the beans are ready and the clerks send a truck to transport the beans to the site of sale. But the other farmers with Abrabopa, they have to transport their beans themselves. GCCSFA as a body does not provide farmers with any means of transportation and the purchasing clerks have their own prices although GCCSFA ensures that there is a minimum cocoa price. Most of the PFAG farmers sell their produce right from the farms since they say that transporting them to the markets is very expensive. The WiNGPS (ApFOG farmers) either sell their produce directly from their processing centre or collectively at the market.

Importance of Produce Pricing and Satisfaction

In pricing their produce after harvest, most farmers take into consideration the costs incurred in managing and producing the crops; but most often they run at a loss since most of the farmers sell their produce at a cheaper rate to keep them from perishing on the farm. The cocoa farmers say they have no choice but to accept the price the government announces, however, they expect that the price will be increased and their bonuses and premiums will be given to them. Fifty seven percent (57%) of the farmers agree that pricing is very important; some farmers expect that in their various groups, the farmers come together to fix a price for their produce and sell. About 85% are very dissatisfied with the pricing system and blame it on the economy, whilst only 14.9% are satisfied.

Although farmers place importance on all these services, the AFOs do not have their mission to include them providing certain services to their constituents, and these include services such as labour, maintenance of farm machinery (although they can support with access to farm machinery), and also land acquisition issues. GCCSFA (unlike ApFOG and PFAG) has the government providing some of these services (through COCOBOD) with regards to access to

quality seeds, extension services, inputs such as fertilizers, pesticides (free mass spraying) and farm tools and ready markets; and the association itself is represented on the Cocoa Price Review Committee.

Relationship between Importance of Service to Farmers' and Satisfaction

A Kruskal-Wallis one-way analysis of variance was used to test the relationship between importance of service to farmers" and satisfaction with Apex organisations response to these services. Table 5.14 presents the statistical tests showing the influence of importance of service on satisfaction.

Table 5.14b Kruskal-Wallis Chi-Square Organisational Test

Parameters	Chi-Square		df	Asymptotic Significance	
	Importance	Satisfaction		Importance	Satisfaction
Quality seed	28.729	21.213	2	.000	.000
Labour	31.642	44.526	2	.000	.000
Irrigation facilities	31.481	45.719	2	.000	.000
Farm Machinery	4.803	27.646	2	.000	.000
Land	16.918	53.876	2	.000	.000
Extension	37.257	24.976	2	.000	.000
Chemical Inputs	20.004	10.355	2	.000	.006
Credit and Finance	25.037	26.700	2	.000	.000
Farm Equipments	36.128	23.423	2	.000	.000
Harvest Equipments	33.455	38.200	2	.000	.000
Storage facilities	21.946	79.635	2	.000	.000
Ready Markets	24.018	36.500	2	.000	.000
Transportation	5.530	55.314	2	.063	.000
Pricing	88.799	20.481	2	.000	.000

$$p = 0.05 \chi^2 = 5.99$$

Table 5.14a Kruskal-Wallis Mean Rank of Importance and Satisfaction

Importance of Services of AFOs				Satisfaction with Services of AFOs			
Parameters	Apex Organisation	N	Mean Rank	Parameters	Apex Organisation	N	Mean Rank
Quality seed	ApFOG	42	85.39	Quality seed	ApFOG	42	93.90
	GCCSFA	54	124.76		GCCSFA	54	118.10
	PFAG	89	77.32		PFAG	89	77.34
	Total	185			Total	185	
Labour	ApFOG	42	72.62	Labour	ApFOG	42	89.11
	GCCSFA	54	125.00		GCCSFA	54	130.31
	PFAG	89	83.20		PFAG	89	72.20
	Total	185			Total	185	
Irrigation Facilities	ApFOG	42	81.36	Irrigation Facilities	ApFOG	42	92.08
	GCCSFA	54	125.69		GCCSFA	54	130.16
	PFAG	89	78.66		PFAG	89	70.89
	Total	185			Total	185	
Maintenance of Farm Machinery	ApFOG	42	80.98	Maintenance of Farm Machinery	ApFOG	42	89.43
	GCCSFA	54	89.74		GCCSFA	54	122.55
	PFAG	89	100.65		PFAG	89	76.76
	Total	185			Total	185	
Land Acquisition	ApFOG	42	73.54	Land Acquisition	ApFOG	42	97.43
	GCCSFA	54	113.37		GCCSFA	54	131.01
	PFAG	89	89.83		PFAG	89	67.85
	Total	185			Total	185	
Extension and Information Services	ApFOG	42	75.31	Extension and Information Services	ApFOG	42	99.64
	GCCSFA	54	125.94		GCCSFA	54	118.06
	PFAG	89	81.36		PFAG	89	74.66
	Total	185			Total	185	
Chemical Inputs	ApFOG	42	98.42	Chemical Inputs	ApFOG	42	89.18
	GCCSFA	54	116.02		GCCSFA	54	111.52
	PFAG	89	76.48		PFAG	89	83.57
	Total	185			Total	185	
Credit and Finance	ApFOG	42	74.71	Credit and Finance	ApFOG	42	80.00
	GCCSFA	54	122.20		GCCSFA	54	123.15
	PFAG	89	83.91		PFAG	89	80.84
	Total	185			Total	185	
Farm Equipment	ApFOG	42	74.50	Farm Equipment	ApFOG	42	93.12
	GCCSFA	54	128.80		GCCSFA	54	119.22
	PFAG	89	80.01		PFAG	89	77.03
	Total	185			Total	185	
Harvesting Equipment	ApFOG	42	79.50	Harvesting Equipment	ApFOG	42	94.39
	GCCSFA	54	124.31		GCCSFA	54	125.65
	PFAG	89	80.38		PFAG	89	72.53
	Total	185			Total	185	
Storage facilities	ApFOG	42	77.64	Storage facilities	ApFOG	42	97.11
	GCCSFA	54	117.00		GCCSFA	54	139.70
	PFAG	89	85.69		PFAG	89	62.72
	Total	185			Total	185	
Ready Market	ApFOG	42	83.79	Ready Market	ApFOG	42	95.90
	GCCSFA	54	121.85		GCCSFA	54	125.30
	PFAG	89	79.84		PFAG	89	72.03
	Total	185			Total	185	
Transportation to Markets	ApFOG	42	91.14	Transportation to Markets	ApFOG	42	91.69
	GCCSFA	54	106.35		GCCSFA	54	133.24
	PFAG	89	85.78		PFAG	89	69.20
	Total	185			Total	185	
Pricing	ApFOG	42	73.96	Pricing	ApFOG	42	103.96
	GCCSFA	54	148.83		GCCSFA	54	113.02
	PFAG	89	68.11		PFAG	89	75.68
	Total	185			Total	185	

The Kruskal-Wallis test showed that there is a statistically significant difference between the three organisations in terms of importance of services to farmers and the level of satisfaction of farmers (Table 5.14). This means that though the outlined services (conditions) were the same, the rate of importance and levels of satisfaction with these services differ across all the organisations. Since all the H values for the importance are all greater than the χ^2 value, it can be said that all the outlined services are very important to farmers except transportation (H= 5.530) and the H values for satisfaction are all greater than the critical value, then it can be said that, farmers across the 3 organisations are not satisfied with the services rendered them in these outlined areas.

GCCSFA scores higher in the ranks (Table 5.14), with respect to satisfaction with all of the outlined services, followed by ApFOG and PFAG ranks lowest. This implies that PFAG farmers are dissatisfied with the services provided them.

5.2.3 Nature of Assistance Farmers Receive from Apex Organisations

When asked to indicate how their apex organisations work in their interests, majority (ApFOG- 42.9%, GCCSFA- 88.9% and PFAG- 53.9%) of the farmers say that they have not been helped by their leaders. Tables 5.15 to 5.17 summarise farmers' responses on the help they have received from the apex organisations either through their National Executives, Zonal Coordinators, Focal Persons, Regional or District Chief farmers.

Table 5.15 Assistance from National Leaders (ApFOG)

Form of Assistance	National Executives	Zonal Coordinator	TOTAL
No Help	11 (26.2%)	7 (16.7%)	18 (42.9%)
Advice/ Encouragement	6 (14.3%)	14 (33.3%)	20 (47.6%)
Voice/ Link	6 (14.3%)	3 (7.1%)	9 (21.4%)
Dialogue	1 (2.4%)	0	1 (2.4%)
TOTAL	24 (57.2%)	24 (57.1%)	

Source: Field Study (2014) *some members do not know about ApFOG.

Table 5.16 Assistance from National Leaders (GCCSFA)

Form of Assistance	National Executives	Regional Executives	District Executives
No help	48 (88.9%)	48 (88.9%)	48 (88.9%)
TOTAL	48 (88.9%)	48 (88.9%)	48 (88.9%)

Source: Field Study (2014) *some members say they are not a part of GCCSFA, and others know nothing about them.

Table 5.17 Assistance from National Leaders (PFAG)

Form of Assistance	National Executives	Focal Person	TOTAL
Advocacy	0	2 (2.2%)	2 (2.2%)
Mouthpiece/ Voice	0	19 (21.3%)	19 (21.3%)
None	34 (38.2%)	14 (15.7%)	48 (53.9%)
Other	2 (2.2%)	3 (3.4%)	5 (5.6%)
Providing Some Needs	0	6 (6.7%)	6 (6.7%)
Tractor Services	5 (5.6%)	0	5 (5.6%)
TOTAL	42 (46%)	44 (49.3%)	

Source: Field Study (2014) *some members say they do not know about them and others say they are not a part of PFAG.

When farmers were asked to express their views about the performance of the Apex FOs, many of them had the perception that their interests and those of their leaders do not match and so their apex organisations need to sit up. Table 5.18 summarises farmers' assessment of their apex organisations.

Table 5.18 Farmers' Assessment of Apex Organisations

Perception	ApFOG	GCCSFA	PFAG	Total
Nothing to Say	13 (31%)	5 (9.3%)	41 (46.1%)	59 (31.9%)
Need to Sit Up	15 (35.7%)	27 (50%)	21 (23.6%)	63 (34.1%)
Don't know them	9 (21.4%)	13 (24.1%)	13 (14.6%)	35 (18.9%)
Not Doing Well	0	0	8 (9%)	8 (4.3%)
Restructure	0	6 (11.1%)	2 (2.2%)	8 (4.3%)
Doing Well	5 (11.9%)	3 (5.6%)	4 (4.5%)	12 (6.5%)
TOTAL	42 (100%)	54 (100%)	89 (100%)	185 (100%)

Source: Field Study (2014)

Dakurah et al. (2005) state that, members' perception, participation and attitudes towards their organisations are determined by their satisfaction with the way the organisation meets their needs. The farmers who are members of ApFOG say that the Apex organisation is not helping them as they expect them to. About 26% of the farmers say that ApFOG has not assisted them or brought them assistance in any form. A farmer with the Osudoku Cooperative Society registered under PFAG said that he believes PFAG should restructure their entire organisation (including their mission, vision and objectives) because, they do not seem to know much about their farmers and so cannot represent their interests; within his group, the executives who are almost all leaders in the PFAG secretariat do not want to handover for others to take over the mantle of leadership. This has led to the partial break down of the cooperative confirming what Francesconi and Wouterse (2011) said about reasons for inactive cooperatives. About 18% of the farmers say they do not know these organisations or what they do or stand for and 34.1% agree that they should sit up and work harder.

The Cocoa Farmers' Association in the various communities are supposed to be made up of all cocoa farmers within the towns and communities, but this is not so because most of the farmers do not see any substantial benefits of being a part of the association. Most farmers tend to work and manage their farms on their own without any help from the group, although they share ideas with other cocoa farmers in the town. Majority of the farmers interviewed (38.2%) say that, they have not been helped in any way by their national organisation. Under PFAG, two of the focal persons (Ashaiman and Ada) admit that it is because it seems as though the PFAG executives do not have the same interests as their constituents. According to some of the farmers in Ashaiman, the focal person there is doing his best; he speaks to the secretariat on their behalf and sometimes, provides some of the things they need.

5.3 Representational Capacity of the Apex Organisations

Guo and Musso (2007) are of the opinion that representational capacity of an organisation can be measured in three dimensions i.e. formal, descriptive and participatory; and these also determine the ability of the organisation to achieve to the two other types of representation i.e. symbolic and substantive representation which measures the legitimacy of an organisation to represent its constituents. This means that, whereas capacity is input into an organisation, its output is its legitimacy to represent another.

To examine the representational capacities of these apex farmer organisations, the formal, substantive and participatory dimensions of representation were used. This implies that, there has to be open communication channels between the Apex Organisation and its constituents and there has to be a relationship between them.

Tables 5.19 to 5.21 describe the relationships of the farmers with the national leaders of the various organisations. As shown in table 5.21 below, only 62.5% of the farmers interviewed have a relationship with their national leaders. (These responses were given by farmers who acknowledged that they were members of their AFOs).

Table 5.19 Farmers Relationship with National Leaders (ApFOG)

Relationship	National Executives	Zonal Coordinator
None	9 (37.5%)	6 (25%)
Friendly/ Cordial	8 (33.3%)	18 (75%)
Professional	7 (29.2%)	0
TOTAL	24 (100%)	24 (100%)

Source: Field Study (2014) *based on valid responses

With regard to GCCSFA, more than 50% of the cocoa farmers interviewed do not have any relationship with their national leaders; they say that they do not even know who the national leaders are.

Table 5.20 Farmers Relationship with Leaders (GCCSFA)

Relationship	National Executives	Regional Farmers	District Chief Farmers
None	48 (100%)	48 (100%)	49 (100%)
TOTAL	48 (100%)	48 (100%)	49 (100%)

Source: Field Study (2014) *based on valid responses

More of the PFAG farmers have a relationship with their focal persons who are with them all the time than with the national executives whom they either hardly ever meet or meet occasionally. The remaining 11.1% and 9.7% respectively said they were not members of any group.

Table 5.21 Farmers Relationship with Leaders (PFAG)

Relationship	National Executives	Focal Person
Cordial/ Friendly	7 (17.9%)	32 (72.7%)
Professional	1 (2.6%)	3 (6.8%)
None	31 (79.5%)	9 (20.5%)
TOTAL	39 (100%)	44 (100%)

Source: Field Study (2014) *based on valid responses

A few of the farmers said that they did not know their national leaders and focal persons and so could not have a relationship with them; „none“ in this table signifies that they know who they are but do not have any relationship with them. Some of the farmers also said they were not members of the apex organisation.

The tables above show that whereas over 70% of ApFOG and PFAG farmers have a form of relationship with their zonal coordinators and focal persons respectively, all cocoa farmers do not know or have any form of relationship with their national leaders. Since a relationship with national leaders is very important for ensuring representation, it can then be concluded that with respect to representation, GCCSFA are more likely to have problems as compared to ApFOG and PFAG. Arcas-Lario et al. (2014) found that, satisfaction of FO members with their FOs is a measure of relationships with other FO members and FO management but most often, conflicts may arise because FO members have different objectives from that of their leaders.

The three organisations studied were found to have different means of channelling information to their constituents. ApFOG communicates through the group executives by means of telephone calls or through the Zonal Coordinator and the group members also use the same means to communicate with them. GCCSFA farmers channel information through the society chief farmers, letters and group executives; but the National Chief farmer communicates with the farmers through the Regional Chief farmers, to the District chief farmers and then to the society chief farmers before it gets to the rest of the farmers. PFAG relays information to its farmers through the focal persons while the farmers relay information to the secretariat through the focal person and their group executives by means of letters and telephone calls. Out of the 185 interviewed, only 109 knew how communication took place between themselves and their national organisations (Table 5.22). The remaining 76 were either not a part of any group or even if they were members of groups said they did not know their apex organisations or were not sure that their groups belonged to any apex organisation. Most of the farmers within ApFOG (33.3% out of 54.8%) prefer to communicate with the national organisation through their group executives whilst 66.7% and 25.8% of the cocoa and PFAG farmers would prefer to meet the national executives directly since they felt that their local executives may not be carrying their needs across to the national body.

Table 5.22 Communication Channels between Apex and Constituents

Information Channels	Apex Farmer Organisations			Total
	ApFOG	GCCSFA	PFAG	
Executives	14 (33.3%)	1 (1.9%)	8 (9%)	23
National representatives	7 (16.7%)	36 (66.7%)	23 (25.8%)	66
Letters	0	8 (14.8%)	5 (5.6%)	13
Telephone calls	2 (4.8%)	0	5 (5.6%)	7
Total	23 (54.8%)	45 (83.4%)	41 (46%)	109 (58.92%)

Source: Field Study (2014)

Arcas-Lario et al. (2014) found that if FOs share information and communicate more with their members, members satisfaction will be increased since communication and information sharing

reduces information asymmetry. With quick information flow and constant communication, AFOs potential for representation would be increased.

Formal Representation

This dimension of capacity for representation looks at all the formal ways within an organisation by which leaders are selected as well as the existence of a regular tenure.

Table 5.23 below shows that out of 185 respondents, 130 (70.3%) all hold elections to select their leaders at the local/ community levels. Cocoa farmers at the community level have most of their chief farmers recommended rather than elected but the district, regional and national chief farmers are elected. Though 77.5% of PFAG farmers stated the mode of leader selection, the remaining 22.5% say they do not consider themselves as members of PFAG. Table 5.24 summarises the modes of leadership selection at the various levels for all three AFOs.

Table 5.23 Mode of Leadership Selection at the Community/ Society Level

Leadership Selection	ApFOG	GCCSFA	PFAG	Total
Elected	42 (100%)	27 (50%)	61 (68.5%)	130 (70.3%)
Recommended	0	11 (20.4%)	8 (9%)	19 (10.3%)
Do Not Know	0	3 (5.6%)	0	3 (1.6%)
Total	42 (100%)	41 (76%)	69 (77.5%)	152 (82.2%)

Source: Field Study (2014)

Table 5.24 Mode of Leadership Selection within the Organisations

Organisational Level	ApFOG	GCCSFA	PFAG
National	Elected/ Recommended	Elected	Elected
District	Elected/ Recommended	Elected/ Recommended	Recommended
Local/ Community	Elected	Elected/ Recommended	Elected

Source: Field Study (2014)

All the three organisations studied have formal representation for at least one level of the tier structure. This in a way may affect their representation of their constituents since the non-elected leaders may not feel accountable to the members (Guo and Musso, 2007).

ApFOG

ApFOG has a formal way by which leaders are selected at all levels, and there is tenure for the leaders, regardless of the level. At the primary level leaders are elected; these group leaders are invited for congresses and meetings where they elect some of the National Executives. The National leaders are not just elected but are recommended and asked to play these roles because they are seen as capable. Currently, the National President and Vice President positions were not voted for; they are holding the positions on a voluntary basis. Although the mode of selection of the current National President and Vice President may affect the level of their formal representation, the results show that ApFOG has a high formal representation since tenure is regular.

GCCSFA

GCCSFA does not have a formal way by which leadership is regulated at all levels, though leaders are elected or recommended, their tenure is not regular at all levels. At the grassroots level, the community chief farmers are either recommended or elected; the community chief farmers then elect the district chief farmers, the district chief farmers meet to elect the Regional Chief Farmer and the Regional Chief farmers elect the National Chief Farmer at a congress. Currently, the Atiwa district chief farmer was not elected but recommended (pers. comm.). Tables 5.23 and 5.24 show that though GCCSFA has formal representation but the level is low because tenure is irregular.

P FAG

P FAG also has a formal way of selecting leaders at the local and national levels and there is tenure for each of the positions taken during the elections. Within the groups, leaders/ executives

are elected and may hold the position for a period of 2 years; the focal persons are not voted for, they are recommended/ accepted by the groups because they introduced the groups to PFAG. This suggests that PFAG has some level of formal representation.

Therefore, the results show that ApFOG has a high level of formal representation and the leaders are more likely to be accountable to their members as compared to GCCSFA and PFAG who rank lower in formal representation.

Descriptive Representation

This dimension of capacity representation takes into account how leaders identify with constituents in terms of their characteristics. It is expected that leaders who reflect the characteristics of their members will be more capable of representing them because they identify with them easily and understand their needs. The characteristics used for this analysis were number of years in farming and farm sizes. For comparison and to ensure uniformity, the leaders at the district level were assessed because they serve as links between the national leaders and the primary level farmers. Table 5.24 below shows the number of years the respondents have been farming and the range of farm sizes.

Table 5.24 Number of Years of Farming and Farm Sizes

Farming Years	ApFOG	GCCSFA	PFAG	Total
1-10	6 (14.3%)	13 (24.1%)	29 (32.6%)	48 (25.9%)
11-20	14 (33.3%)	21 (38.9%)	24 (27%)	59 (32%)
21-30	18 (42.9%)	9 (16.7%)	21 (23.6%)	48 (26%)
31-40	2 (4.8%)	6 (11.1%)	8 (9%)	16 (8.6%)
41-50	1 (2.4%)	3 (5.6%)	4 (4.5%)	8 (4.3%)
51-60	1 (2.4%)	2 (3.7%)	2 (2.2%)	5 (2.7%)
61-70	0	0	1 (1.1%)	1 (0.5%)
Total	42 (100%)	54 (100%)	89 (100%)	185 (100%)
Farm Sizes				
1-5	35 (83.3%)	38 (70.4%)	66 (74.2%)	139 (75.1%)
6-10	5 (11.9%)	14 (25.9%)	13 (14.6%)	32 (17.3%)
11-15	1 (2.4%)	2 (3.7%)	7 (7.9%)	10 (5.4%)
16-20	1 (2.4%)	0	1 (1.1%)	2 (1.1%)
21-25	0	0	0	0
26-30	0	0	2 (2.2%)	2 (1.1%)
Total	42 (100%)	54 (100%)	89 (100%)	185 (100%)

Source: Field Study (2014)

Most (42.9%) ApFOG farmers are in the 21-30 years range with farm sizes between 1-5 acres; whilst GCCSFA farmers have their majority ranging in the 11-20 years zone with farm sizes between 1-5 acres and PFAG farmers have majority between 1-10 years with farm sizes of 1-5 acres. The zonal coordinator mirrors about 95% of his constituents in terms of farm size and 14.3% in terms of years of farming. Two of the GCCSFA chief farmers interviewed mirror 37% of their constituents in terms of years of farming and 100% in terms of farm size. The focal persons of PFAG interviewed reflect 59% of their constituents in terms of farming years and 74.2% of their constituents in terms of farm size.

ApFOG

The entire hierarchy of ApFOG is made up of farmers, who grow similar crops as the constituents, have similar range of farm sizes as the constituents and have been farming for almost the same number of years as the constituents. The leaders of ApFOG do not just mirror their constituents on the basis of farming but also in terms of farm size and farm years; so they understand the constituents and are familiar with the challenges they face. This suggests that

ApFOG is high in descriptive representation and is better capable of representing the interests of its constituents.

GCCSFA

The leaders were all found to have farm sizes larger than the average farm sizes of their constituents. Farm size is an important criterion in the selection of chief farmers. The leaders also mirror their constituents because they are all cocoa farmers. Additionally, the results showed that the chief farmers had over 20 years of farming experience. It is therefore likely that their experience enables them to understand problems faced by their constituents regardless of their farm sizes. This suggests that GCCSFA has some level of descriptive representation and can represent the interest of their constituents.

PFAG

In the case of PFAG, not all the leaders are farmers themselves. Apart from the AGM of farmers, the focal persons and the farmers at the community level, the rest of the organisation who do most of the advocacy and lobbying are neither farmers nor agricultural personnel. Since all the leaders of PFAG do not mirror the characteristics of their constituents, it suggests that PFAG has a low level of descriptive representation and are therefore less likely to understand the challenges and problems faced by their constituents and this could affect their advocacy efforts.

Therefore, the results show that ApFOG and GCCSFA have high levels of descriptive representation than PFAG and are more likely to represent their constituents better.

Participatory Representation

This dimension of capacity representation is determined by the presence of a direct, unmediated and participatory relationship between the Apex Organisation and its constituents. It involves establishing a relationship with constituents in which constituents are involved in taking and making decisions on issues concerning them. Majority (81.6%) of the farmers said that they were not involved in any form of decision making within their organisations. Table 5.27 show the responses when farmers were asked if they were ever involved in any meeting or discussion on matters of interests and policies concerning them.

Table 5.26 Farmers' Involvement in Decision Making and Policy Formulation

Involvement in Policy Formulation	ApFOG	GCCSFA	PFAG	Total
Yes	12 (28.6%)	3 (5.6%)	19 (21.3%)	34 (18.4%)
No	30 (71.4%)	51 (94.4%)	70 (78.7%)	151 (81.6%)
Total	42 (100%)	54 (100%)	89 (100%)	185 (100%)

Source: Field Study (2014)

Anbu and Sampathkumar (2012), found that active participation of FO members in different affairs of the FO inculcates a sense of belongingness.

ApFOG

Although the leadership of ApFOG says that it involves farmers in most of its decision making, only 28.6% of the farmers say they have ever been involved in policy formulation and decision making meetings, and the Agriculture Credit Fund Bill. This implies that farmers are hardly ever involved in pushing forward issues to create or amend policies that affect them. The reasons they gave for this includes the fact that no one ever invites them or informs them of what goes on. The results show that ApFOG has some level of participatory representation since their members sometimes participate in decision making but their communication is usually mediated and indirect.

GCCSFA

Within GCCSFA, decisions are made in a top down fashion. The National executives decide on what the farmers need and make the decisions on behalf of the farmers. Farmers are not involved in cocoa pricing, they are represented by the National Chief Farmer and some Regional Chief Farmers on the Cocoa Pricing Review Committee. The results show that only 5.6% are involved in decision making; the rest say that they are neither invited to nor informed of any decision making or policy formulation fora. Nishi et al. (2009) found in India that when members are not allowed to participate fully in FO activities, they may develop hostile and non-cooperative attitudes towards their FOs. The results show that GCCSFA has a low level of participatory representation since farmers are not usually involved in the decision making process.

PFAG

PFAG says it involves farmers in decision making and advocates only on issues of concern as raised by farmers, but the farmers say that decisions are top-down. They do not know what is going on but they are just informed about decisions taken by their representatives and are only involved when there is to be a demonstration. The focal persons also say that, they are not involved in decision making but are only informed of upcoming events. They say this makes them feel used and they face the rants of the farmers. Although 21.3% of PFAG farmers say they are involved in the decision making process, only 2 (2.2%) of the farmers confidently remember being involved in the fora on fertiliser subsidy and the Genetically Modified Foods bill. Results from table 5.26 suggest that PFAG has a low level of participatory representation since they tend to make more of the decisions on behalf of their constituents rather than involve them.

Therefore, the results show that ApFOG has a higher level of participatory representation than GCCSFA and PFAG since they involve more of their constituents in decision making.

5.4 Internal and External Factors Influencing AFOs Representational Capacity

This section throws more light on the factors that influence the representational capacity of AFOs. The overall objective of AFOs is to represent the interests of its members. This is often reflected in objectives such as giving farmers a voice, lobby for better pricing, and helping farmers market their produce.

According to Stockbridge et al. (2003), how effective an organisation is can be measured by whether it meets its goals and objectives or not; they further state that though it is possible for an organisation to meet its objectives, there are some influencing factors that may either help it happen or keep it from happening. These factors include the organisation itself, the individuals within the organisation (internal factors) and the environment within which it exists (external factors).

The study has looked at three dimensions of representational capacity and established that:

On formal representation, ApFOG had a high level while PFAG had some level and GCCSFA had a low level of formal representation.

With regard to descriptive representation, both ApFOG and GCCSFA had high levels while PFAG had a low level.

ApFOG had some level of participatory representation while PFAG had low level and GCCSFA had an almost non-existent level.

5.4.1 Internal Factors

Generally, the aim of all three AFOs is to unify farmers under one umbrella and represent the interest of these farmers through advocacy and provision of certain services for their constituents. The internal factors identified are the organisation itself and the members within the organisation.

Organisational and Leadership Structure

All these apex organisations have outlined some specific objectives that they need to meet; the organisational and leadership structures influence how well these organisations meet their objectives.

Based on the organisational structures of ApFOG, GCCSFA and PFAG (figures 4.1 to 4.3), it can be deduced that every individual in each of the organisations has a role to play within the hierarchy. PFAG, ApFOG and GCCSFA have a hierarchical structure that should encourage communication and information flow from top to bottom and bottom to top but from the responses of the farmers with regards to communication (tables 5.22) it can be seen that there is less communication between the farmers and their apexes and most farmers not being involved in decision making (table 5.26) which is likely to result in the national executives not having enough knowledge about the expectations of farmers (tables 5.9 to 5.11). With regards to communication, it can be said that since some of the groups (ApFOG groups and, some PFAG groups) meet weekly there is likely to be effective communication since members meet regularly to discuss issues of concern to them for their growth and well-being but for the groups that do not meet regularly and also groups that have large memberships, communication may be difficult and this may affect the way things are done for the benefit of the group and its members.

Table 5.27 summarises some internal and external features of the three apex organisations:

Table 5.27 Some Features of the Apex Organisations

Features	ApFOG	GCCSFA	PFAG
Nature of organisation	Apex of apex organisations and registered.	National apex; private and registered.	Apex of farmer groups and registered.
How initiated	2003 by IFDC	1980 by cocoa farmers and Government	2005 by farmers and ActionAID (NGO)
Objectives/aims	-To lobby for farmer friendly policies. -To link farmers organisations to relevant stakeholders -To represent farmers organisations in national and international fora	-To regulate good market price of cocoa, coffee and shea nut. -To regulate the internal marketing of cocoa. -Assist in the development of cocoa, coffee and shea nut industries in Ghana.	-To help farmers market their produce. -To help in farmer friendly policy formulation -To lobby for better prices for farmers
	Unify all farmers under one umbrella and provide services.		
Leadership structure	Hierarchical: national executives, zonal coordinators, local apexes	Hierarchical: national, regional, district, community	Annual general meeting, board, secretariat, focal persons, farmers
How financed/administrative costs	Donor agencies	COCOBOD; Government of Ghana	Collaborators, Donor agencies
Membership	Members of farmer groups and associations	All cocoa, coffee, sheanut farmers.	Members of farmer groups and associations.
Group meetings	Weekly	Quarterly	Weekly and some, irregular
Basis of leadership	Election, competence and ability to lead	Election; recommendation, experience and farm size	Election
Governance & decision making	Board; General assembly	Board; National and Regional Chief farmers.	Board, General assembly
Avenues for information sharing/communication	Annual General Meetings, General assembly, Association meetings	Quarterly meetings at all levels.	Annual General Meetings, General assembly, Association meetings.

Source: Field Study (2014)

Jacobsen (1969) found that, the effectiveness and power of most FOs is closely linked to the size of its membership, he states that, the greater the membership, the greater the power and influence and the greater the potential for effective action on behalf of the farmers but Cook (1994) also states that, organisations with larger memberships are difficult to manage. According to Stockbridge et al. (2003), members of groups are also very important since their active

participation in whatever the group does would help the group grow and also since the leaders of the groups are accountable to them. The active participation of members can either make or break the group and usually, groups with large numbers like the cocoa farmer groups (with memberships of about 500 or more) in the communities may fail. Due to the large numbers, there are likely to be inactive members who would not take part in programmes and activities such as election of leaders and decision making processes. It can be said then that, participatory representation is low in the AFOs due to the large numbers of constituents and the possibility of inactive members who may have developed a non-cooperative attitude towards the FOs (Nishi et al., 2009). These reasons could also affect formal representation since some leaders and even members may not feel accountable to the groups since they were not voted for and did not take part in the leadership selection process.

Cook (2000) states that, most agricultural groups and cooperatives are user-oriented organisations and are very difficult to manage, since the members' roles blend between that of owner, manager, client and employee (Stockbridge et al., 2003). This may affect the descriptive representation of the AFOs especially for FOs that were not initiated by the farmers themselves; since FO members play different roles, then it is likely that the objectives of the members and those of the leaders and initiators are incompatible, as in the case of PFAG which has a low level of descriptive representation. According to Cook (2000) one of the roles of leaders is the decision making role and Guo and Musso (2007) and Pitkin (1947) also state that for effective decisions to be taken for the benefit of all members, leaders must mirror their constituents. Although, apex organisations have been set up for farmers, these farmers are hardly involved in decision making concerning them (table 5.26), and in the case of PFAG which has its advocating

body made of non-farmers, this may affect their advocacy efforts and whatever decisions they may come up with on behalf of the farmers.

The organisational structure of GCCSFA, suggests that they practice the participative style of leadership; this means that they involve farmers at all levels but unlike ApFOG and PFAG, membership within the GCCSFA is not voluntary (except with the society groups put together by other organisations). However, the data collected suggests that there is no straight information flow from the national body to the communities and there may be some blocks in the flow of information. The cocoa farmers at the community level say that, their leaders are just ceremonial heads because they do not come down to their level, and most of them do not even know who their leaders are. The national chief farmer admits that he does not visit the farmers in the communities because he knows that their chief farmers are doing well, indicating that, he is a delegative leader (pers. comm.). At the District level, the community chief farmers meet the District chief farmer every 3 months to discuss issues of importance to the farmers in the various communities. The selection of leaders at the various levels influences the formal representational capacity such that, farmers who recommended or voted in favour of the chief farmers may have greater influence in decision-making than those who did not. There is no cordial or professional relationship between the farmers and their national, regional and district leaders. Even at the primary level, there is some kind of fostered relationship among the members. This lack of relationship between members and leaders affects their participatory representation, since there would be no active participation by members which according to Anbu and Sampathkumar (2012) is necessary for the growth of any organisation.

PFAG and ApFOG also have some low level of participatory representation but they have some of their members having some form of communication and relationship with their leaders. Arcos-

Lario et al. (2014) states that satisfaction with cooperatives is a measure of the relationships and information sharing and improved channels of communication not only ensures quick information flow but also makes participation more active and helps with relationship building. The Annual General Meeting (AGM) which is the highest decision making body of PFAG is made up of all the farmers registered under PFAG, this may affect their formal representation especially since not all farmers may be represented during elections. It may also affect their descriptive representation since farmers from different agro-ecological zones though they may have similar characteristics as farmers may have different objectives and this affects participation because different objectives mean not everyone's interests would be met and then some members would become non-cooperative. FOs such as PFAG led Arcos-Lario to suggest that FOs must prioritise the proper operation of their general assemblies, trying to secure high levels of attendance and participation of members. Russo et al. (2000) conclude that management power is inversely correlated to member participation.

5.4.2 External Factors

Apart from internal factors, external factors such as source of funding and the political environment of the country may also influence how well FOs represent their constituents' interest.

It is a known fact that, for most organisations to be able to operate and function at their utmost best, they need to have good financial standing in order to carry out most of their activities. ApFOG is run by the voluntary leaders making some form of voluntary contributions to help run certain activities that the farmers themselves cannot pay for. Though they do their best, Vice President of ApFOG stated that the economy of the state does not enable them to financially

support most of the activities (pers. comm.). PFAG is run by the farmers themselves with funding from donors and other collaborating agencies. Unlike the other two organisations, GCCSFA has its support from the government; because cocoa and coffee are two of the nation's best commodities for foreign exchange. These sources of funding and support influence their representational capacities such that the donors or supporters would have a greater influence on how activities are run within the organisations i.e. their low representative capacity may be due to the support they receive from Government and decision making is more likely to be out of the farmers' hands and controlled more by the Government. Whereas in the case of ApFOG and PFAG especially ApFOG it is otherwise. As stated by Delion (2000, p.10),

“...organisations developed with the support of external powers (funds) are like grafts: they look healthy and successful as long as they receive outside support. However, like all grafts, they must be compatible with the host's organism, or they will be rejected as soon as the external support ends.” (cited by Stockbridge et al., 2003).

When the National leaders of the AFOs were asked about the factors influencing their ability to meet their stated objectives, they all agreed that the economy and the political environment often affected their capacities. With the change in authorities of the nation comes a change in policies which usually affects the economy and affects the rate and prices of most inputs farmers need. Though, the government says it supports agriculture at all levels, there is no physical evidence that it does support them and their organisations. Magreta et al. (2010) found that most governments use policies as bargaining outcomes for private pressure groups which keeps them from pursuing transcendental social interests. Agriculture and farmers are the worst victims of such pursuits and this threatens not only the livelihood of the smallholder farmers, and their organisations, but also the socio-economic progress of countries. As much as the organisations

would do their best to support their members, they also need some support from the government in all aspects including policy formulation and implementation.

In the government's bid to provide support to the FBOs, it states as some of its objectives in the AgSSIP document that (1) an FBO Development Fund would be established to provide grants for projects identified by and formulated by the FBOs themselves and (2) the capacity of agencies promoting the development of FBOs will be strengthened. The FASDEP II document also states one of its objectives as enhanced integration of agricultural produce into the domestic and international markets. Apart from the National Chief Farmer of GCCSFA who said that he receives the support of the government through COCOBOD, ApFOG and PFAG say they do not receive anything. The Vice President of ApFOG indicated that, ApFOG was trying to help get their vegetable products into the international markets and needed to run some expensive tests before their produce will be allowed into the market but they are not getting the needed support to pay for these tests, this is very discouraging since the government promised its support to enhance integration into the international markets.

Puplampu (2011) states that, "the performance of agricultural policies depends on the interaction between the state machinery and the society within which the policy is embedded". The performance of a policy is best measured by its stated outcomes and the reality of the policy within the society. The FASDEP II policy also states that one of its objectives is to improve institutional coordination (MoFA, 2007, pg 22) and some of the principles put in place to do this is that policy and programmes will be implemented within the framework of decentralisation and all agricultural structures of decentralisation will be strengthened and the Government shall partner private sector and civil society in policy implementation, and review. Hoff (2001) states that,

“diffuse externalities arise from the fact that the actions of any given actor within an economy can have spill over effects that affect the returns to the activities of other actors in the economy” (cited by Stockbridge et al., 2003).

Though there are conducive policies and regulatory frameworks in place to facilitate FBO activities and ensure that FOs in Ghana are strengthened and supported, this is not so since projects identified by FOs are not given the required funds to undertake these projects and this makes representation difficult for AFOs. FOs mostly have less power in policy adjustments in Ghana. Puplampu (2011) states that the difficulties of agricultural adjustment policies are traced back to the complex and sometimes contradictory relations between the state and farmers with regards to access to agricultural resources, this shows that though FASDEP II states that there will be improved institutional coordination, it is somehow non-existent.

Burmeister et al. (2001) found that in South Korea and Taiwan administrative units in FOs they studied paralleled the government's administrative hierarchy (national, regional, district and community), thus facilitating the engagement between the FOs in the service of strategic national development objectives. The same cannot be said of the three AFOs studied since only GCCSFA has that administrative hierarchy and they may have policies that are different from the other farmers represented by both ApFOG and PFAG.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS

6.0 Introduction

This chapter summarises the entire thesis, draws conclusions and makes recommendations for improving the work of FOs.

6.1 Summary

This study was conducted mainly to ascertain if apex organisations were truly representing the interests of their constituents. The mixed method of research was utilised and a survey and group interviews were used in data collection. Three apex organisations and seven communities in 6 different districts were visited and 185 farmers registered under the three Apex organisations were sampled. The study was conducted from November, 2013 to May, 2014.

The findings of the research are summarised in tables, graphs and charts; they show that there are more men than women in the production sector but there are more women than men in the gari processing sector. The three organisations do their best to represent the interests of their constituents but the results suggest that with regards to all three representational dimensions studied, ApFOG has a higher representation in all capacities than PFAG and GCCSFA. There are certain factors that make it possible or impossible for Apex organisations to represent their constituents and for some of them, keep the promises they made to these constituents; these factors include the role of the leaders and their personalities which either encourage or discourage participation even though they may have formal ways of selecting or recruiting

personnel to work in their secretariats; this may lead to non-farmers advocating and lobbying for farmers when they may have no idea what goes into production.

6.2 Conclusions

From the findings made during the research, it can be concluded that these apex organisations are not meeting the expectations of their constituents to their (constituents) satisfaction since most of the times, they do not even know what their constituents expect of them nor do their constituents know what their apex organisations are all about. Both parties do not know and are not sure what to expect from each side.

The three organisations have different organisational structures and hierarchical systems which affect their representational capacities. All three organisations use the three different capacity representational dimensions in one form or another. ApFOG performs better than GCCSFA which performs low and PFAG which has some level of representation with respect to formal representation. With respect to descriptive representation, ApFOG and GCCSFA perform better than PFAG. Although all three AFOs do not do well with participatory representation, ApFOG was seen to do better than PFAG, and this dimension is almost non-existent within GCCSFA.

These apex organisations and groups are user- oriented. The hierarchy of the organisations affect communication within the organisations and affect how farmers' expectations are met and how apex organisations meet their objectives. The external factors that affect the apex organisations are source of funding and support- it is more likely that organisations like PFAG and GCCSFA which receive support from external organisations would be „controlled“ more from the external than the internal; the political and policy environment of the country.

6.3 Recommendations

Based on the conclusions drawn from the analysis, the following recommendations/ suggestions are made:

1. Information sharing must be improved within all three AFOs to reduce information asymmetry and help farmers assess their AFOs better.
2. AFOs must provide farmers with information to give them knowledge of the FOs performance and at the same time adapting their relationship to changes in the external environment.
3. The organisations should let their constituents know what they are really about so that they may not have great expectations beyond what the apex organisation can deliver.
4. Guidelines and criteria for leadership selection and regular tenure in the various groups and organisations must be clearly stated to help improve the formal representational capacity of the AFOs.
5. Organisations must have open and differentiated communication lines with their constituents to help in information flow.
6. Leaders of the various organisations should try to build a relationship with the various groups under their jurisdiction to improve upon members' participation and increase satisfaction.
7. For PFAG to secure high levels of farmer participation during General Assemblies, meeting times and locations must be convenient and accessible by all members.
8. The AFOs especially ApFOG and PFAG must learn to adapt to the changes in their external environment circumstances so that they may represent their constituents better regardless of the external circumstances.

REFERENCES

- Acharya, K. & Noronha, F. (2012). *The Green Pen: Environmental Journalism in India and South Asia*. Online Publication, 1 December, 2012. Retrieved from crc.sagepub.com/content/9/3/269.full.pdf
- Anbu, A. & Sampathkumar, T. J. (2012). An Empirical Study on Dairy Cooperative Societies which Satisfies the Dairy Farmers. *International Journal of Management*, 3(2), 177- 185.
- Anonymous (2005). *Research design, research method and population*. Retrieved on 21st January, 2014 from uir.unisa.ac.za/bitstream/handle/10500/1313/04chapter3.pdf
- Arcas-Lario, N., Martin-Ugedo, J. F. & Minguez-Vera, A. (2014). Farmers' Satisfaction with Fresh Fruit and Vegetable Marketing Spanish Cooperatives: An Explanation from Agency Theory. *International Food and Agribusiness Management Review*. 17(1), 127-146.
- Ardakani, A. E., Jowkar, B. & Mooghali, A. (2012). The effect of organizational environment on performance and job satisfaction. Textroad Publication. *Journal of Basic and Applied Scientific Research*, 2(8)8130-8139. ISSN 2090-4304.
- Asante, B. O., Afari-Sefa, V., & Sarpong, D. B. (2011). Determinants of small scale farmers' decision to join farmer based organizations in Ghana. *African Journal of Agricultural Research*, 6 (10), pp. 2273- 2279. DOI: 10.5897/ AJAR10.979
- Ashby, J. A. (2009). Fostering farmer first methodological innovation: Organizational Learning and Change in International Agricultural Research in Scoones, I and Thompson, J., *Farmer First Revisited: Innovation for Agricultural Research and Development*. Practical Action Publishing Ltd., Warwickshire, UK.
- Asibey- Bonsu, P. (2012). *Farmers' Organisations in West and Central Africa: High Expectations, Hard Realities- Ghana Country Report*. World Agricultural and Rural Foundation (FARM).

- Atiwa District Assembly (2013). *The Composite Budget of the Atiwa District Assembly for the 2013 Fiscal Year*. Republic of Ghana.
- Barreiro, P. L. & Albandoz, J. P. (2001). Population and Sample: Sampling Techniques. *Management Mathematics for European Schools, De- Comenius- C21*. University of Seville.
- Barrett, K. & Ewert, D. M. (1998). *Farmer to Farmer Discussion Groups: A Facilitator's Guide*. Cornell University.
- Bienabe, E. & Sautier, D. (2005). The role of small scale producers' organisations to address market access in Almond, F. R. and Hainsworth, S. D. (eds), *Proceedings of an International Seminar: 'Beyond Agriculture: Making markets work for the poor'*. Westminster: Crop Post Harvest Programme (CPHP) and Practical Action.
- Boas, A. A. V. & Goldey, P. (2009). *Farmers' Expectations of Farmers' Organisations in Minas Gerais, Brazil: Extension Rhetoric or Practice?* Paper presented at Workshop on Agriculture Knowing and Learning, Brazil.
- Bond, K. J., Carter, C. A. & Sexton, R. J. (2009). A Study in Cooperative Failure: Lessons from the Rice Growers Association of California. *Journal of Cooperatives*. 23, 71-86.
- Bosc, P-M. & D'Hotel, M. (2011). Neither State nor Market: The Influence of Farmers' Organizations on Agricultural Policies in Costa Rica. *Oxford Development Studies*, 39(4), 469- 485.
- Bovens, M. (2008). *Two Concepts of Accountability*. The Netherlands: Utrecht School of Governance.
- Bratton, M. (1986). Farmer Organisations and Food Production in Zimbabwe. Michigan State University, East Lansing. *World Development*, 14(3), 367- 384.

- Brown, W. A. (2002). Inclusive Governance Practices in Non-Profit Organizations and Implications for Practice. *Nonprofit Management and Leadership*, 12(4), 369- 386.
- Burmeister, L., Ranis, G., & Wang, M. (2001). *Group Behaviour and Development: A Comparison of Farmers' Organisations in South Korea and Taiwan*. Center Discussion Paper No. 828. Economic Growth Center, Yale University, CT. Unpublished.
- Caracelli, V. J. & Greene, J. C. (1997). *Crafting Mixed-Method Evaluation Designs*. New Directions for Evaluation, No. 74. Jossey- Bass Press.
- Chattopadhyay, G. P. & Malhotra, A. (2009). Hierarchy and Modern Organisation: A Paradox Leading to Human Wastage. *The Indian Journal of Social Work*, LII, 4, *Special Issue on Management, Bombay*, 561-584.
- Compassion Capital Fund National Resources Centre (2010). *Leading a NonProfit Organisation: Tips and Tools for Executive Directors and Team Leaders*. Dare Mighty Things Inc. HHSP23320082912YC.
- Cook, M. L. (1994). The Role of Management Behaviour in Agricultural Cooperatives. *Journal of Agricultural Cooperatives*, 9, 42-58 .
- Cook, M. L. (2000). The Role of Management Behaviour in Agricultural Cooperatives. *Invited Paper*. Department of Agricultural Economics, University of Missouri-Columbia.
- Creswell, J. W. (2006). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches* (2nd Edition). Upper Saddle River, NJ: Pearson Education.
- Dakurah, H. A., Goddard, E., and Osuteye, N. (2005). Attitudes Towards and Satisfaction with Cooperatives in Alberta. A Survey Analysis. *Selected Paper prepared for presentation at the American Agricultural Economics Association Annual Meeting, Providence, Rhode Island, July 24- 27, 2005*. Unpublished. Department of Rural Economy, University of Alberta.

- Department of Cooperatives (1990). *History of Ghana Cooperatives, 1928- 1985*. Nsamankow Press, Accra- Ghana.
- Ebert, F. S. (1999). *Effective Representation in Botswana: A Guideline for Political Representatives by Patrick Molutsi*. Online Publication: Bonn: FES Library, 1999. Retrieved on 16th July, 2014. www.fes.de/fulltext/bueros/botswana/00540002.htm
- Eggens, L. (2012). A Pyramid of Farmers' Organisations in *Farming Matters: Small-Scale Agriculture for A Sustainable Society*. Published by ILEIA, the Centre for Learning on Sustainable Agriculture, Netherlands. ISSN: 2210-6499
- Erker, B. (2011). *Improve Yield with High Quality Seed*. Crop Series Production Fact Sheet No. 0.303. Colorado State University Extension
- Fair-Trade Foundation Report (2013). *Powering Up Smallholder Farmers to Make Food Fair: A Five Point Agenda*. London: Fair-Trade Foundation, Ibex House.
- Farmer, S. M. & Fedor, D. B. (1999). Volunteer Participation and Withdrawal: A Psychological Contract Perspective on the Role of Expectations and Organizational Support. *NonProfit Management & Leadership*, 9(4), 349-368. Jossey- Bass Publishers.
- FAO (1998). *Guidelines for the Routine Collection of Capture*. FAO Fisheries Technical Paper 382. Prepared at FAO/ DANIDA Expert Consultation, Bangkok, Thailand, 18- 30 May, 1998.
- FAO (2009). *Gender Equity in Agriculture and Rural Development: A quick guide to gender mainstreaming in FAO's new strategic framework*. Gender, Equity and Rural Employment Division, Economic and Social Development Department, Food and Agriculture Organisation of the United Nations. Viale delle Terme di Caracalla 00153, Rome, Italy.
- FAO (2012). Investing in Smallholder Agriculture for Food and Nutrition Security. A Draft Consultation paper. Submitted online on 20th December, 2012. Committee on World Food Security. www.fao.org/cfs/cfs-hlpe

FAO (2013). *Smallholders and Family Farmers*. Rome, Italy.

Francesconi, G. N. & Wouterse, F. (2011). *The Renewed Case for Farmers' Cooperatives: Diagnostics and Implications from Ghana*. IFPRI Discussion Paper 01129, October, 2011.

Guo, C. & Musso, J. A. (2007). *Representation in Non-Profit and Voluntary Organisations: A Conceptual Framework*. Non-profit & Voluntary Sector Quarterly 2007 36: 308 DOI: 10.1177/ 0899764006289764. Published by Sage Publishers.

Halpin, D. R. (2006). The Participatory and Democratic Potential and Practice of Interest Groups: Between Solidarity and Representation. *Public Administration, Volume 84*, Number 4, 2006 (919- 940). Blackwell Publishing Ltd.

Hatch, M. J. (2006). *Organization Theory: Modern Symbolic and Post-Modern Perspectives*. 2nd ed. New York: Oxford University.

Hays, R. A. (2012). The Role of Interests Groups in *Democracy Papers*. Retrieved from www.ait.org.tw/infousa/zhtw/docs/demopaper/dmpaper9.html. Retrieved on 23rd July, 2014

Hellin, J., Lundy, M. & Meijer, M. (2007). *Farmer Organisation, Collective Action and Market Access in Meso-America*. CAPRI Working Paper No. 67. October, 2007. Presented at Research Workshop on Collective Action and Market Access for Smallholders. October 2-5, 2006, Cali, Colombia.

Hernández-Espallardo, M., Arcas-Lario, N. & Tantius, P. H. (2009). *Farmers' Satisfaction and Intention to Continue as Members of Agricultural Marketing Cooperatives: A Test of the Neoclassical and Transaction Costs Theories*. Paper prepared for Presentation at the 113th EAAE Seminar: "A Resilient European Food Industry & Food Chain in a Challenging World, Chania, Crete,, Greece". September 3- 6, 2009.

Hounkonnou, D., Kossou, D., Kuyper, T. W., Leeuwis, C., Nederlof, E. S., Röling, N., Sakyi-Dawson, O., Traoré, M., and van Huis, A. (2012). *An Innovation Systems Approach to*

Institutional Change: Smallholder Development in West Africa. Elsevier Ltd. Agricultural Systems 108, 74- 83.

Hoyle, J. R. (2006). "Leadership Styles". *Encyclopedia of Educational Leadership and Administration*. Ed. Thousand Oaks, CA: SAGE, 595-98. *SAGE Reference Online*. Web. 30 January, 2012.

IAAP (2009). *Leadership Theories and Styles*. Paper presented at 2009 Administrative Professionals Week. IAAP. (Unpublished).

IAASTD (2009). *Agriculture at a Crossroads: Food for Survival*. Greenpeace International, Amsterdam.

IFAD & ROPPA (2010). *Farmers Speak Out: The Vision and Recommendations of Africa's Farmers' Organisations for the Comprehensive Africa Agriculture Development Program*. ISBN 978-92-9072-115-4

Jacobsen, C. (1969). Who Joins Farm Organisations? *Journal of Cooperative Extension*. pp. 225-232.

Johnson, R. B. & Onwuegbuzie, A. J. (2004). *Mixed Methods Research: A Research Paradigm Whose Time Has Come*. Educational Researcher, 33, (7). 14- 26

Jones, M. P. & Sanyang, S. (2009). *The Politics of Inclusion in African Agricultural Research and Development*. Farmer First Revisited, Practical Action Publishing Ltd. UK.

Kaisa, A. (2012). *World Bank Investments in Building the Capacity of RPOs: Findings and Recommendations*. World Bank, (published online at documents.worldbank.org/curated/en/2012/12/17058624/world_bank_investments_in_building_the_capacity_of_rpos_findings_and_recommendations)

- Khan, I. A. (2014). Food Production: „Quality seed needed for quality crops“. *The Express Tribune*, June 13th, 2014. Retrieved from tribune.com.pk/story/721035/food-production-quality-seed-needed-for-quality-crops
- Knierim, A., Toogood, M. & Siebert, R. (2006). Factors Affecting European Farmers' Participation in Biodiversity Policies. *Sociologia Ruralis*, 46(4). ISSN 0038-0199. Blackwell Publishing, UK.
- Kouqing, L. (2009). *Leadership: theory and practice*. Paper presented at the Strategic Leadership for GMS Cooperation Learning Program. Asia-Pacific Finance and Development Center, Shanghai, PRC.
- Landreneau, K. J. (2005). *Sampling Strategies*. University of California-San Francisco, Walnut Creek, CA.
- Ledbetter, R. (2003). *Organizational Structure: Influencing Factors and Impact in the Grand Prairie Fire Department*. Grand Prairie Fire Department, Grand Prairie, Texas.
- Lothoré, A. & Delmas, P. (2009). *Market Access and Agricultural Product Marketing: Promoting Farmer Initiatives*. Afd, CTA and Inter-Réseaux Développement Rural.
- Lunenburg, F. C. (2011). Expectancy Theory of Motivation: Motivating by Altering Expectations. *International Journal of Management, Business, and Administration*, 15(1).
- Magreta, R., Magombo, T. & Zingore, S. (2010). *When the Weak Win: Role of Farmer Groups in Influencing Agricultural Policy Outcome; A Case of Nkhate Irrigation Scheme in Malawi*. African Association of Agricultural Economists, Cape Town, South Africa.
- Marsh, P., Bradley, S., Love, C., Alexander, P. & Norham, R. (2007). *Belonging*. The Social Issues Research Centre, Oxford UK.

- May, J. D. (1965). Democracy, Organisation, Michels. *The American Political Science Review*, 59(2), 417-429.
- McBeth, N. (2006). *Synopsis of Interest Groups*. Published online on Wednesday, October 25, 2006 at 02:21pm (<http://metaphoric.squarespace.com/metaphoric/2006/10/25/synopsis-of-interest-group-theory.html>)
- McBride, W. W. & Daberkow, S. G. (2003). Information and Adoption of Precision farming Technologies. *Journal of Agribusiness*, 21, 21- 28
- McIntyre, B. D., Herren, H. R., Wakhungu, J., & Watson, R. T. (eds.) (2008). *Agriculture at a Crossroads: Synthesis Report*. IAASTD. Island Press, Connecticut, Washington D.C.
- Meizen-Dick, R. S. (2009). Coordination in Natural Resource Management. In Kirsten, J. F., Dorward, A. R., Poulton, C., and Vink, N. (Eds), *Institutional Economics Perspectives on African Agricultural Development*. IFPRI, Washington, D. C.
- Michels, R. (1962). *Political Parties*. New York: Collier.
- Miracle, P. M. & Seidman, A. (1968). *Agricultural Cooperatives and Quasi- Cooperatives in Ghana, 1951- 1965*. LTC No. 51. Land Tenure Centre. University of Wisconsin, Madison.
- Ministry of Food and Agriculture (2006). *Growth and Poverty Reduction Strategy (GPRS II), 2006- 2009*. Accra.
- Ministry of Food and Agriculture (2007). *Food and Agriculture Sector Development Policy II*. Accra.
- Ministry of Food and Agriculture (2010). *Medium- Term National Development Policy Framework: Ghana Shared Growth and Development Agenda (GSGDA), 2010- 2013*. Volume I: Policy Framework. Accra.

- Ministry of Food and Agriculture & Ghana Irrigation Development Authority (2011). *National Irrigation Policy, Strategies and Regulatory Measures*. Published by Ghana Irrigation Development Authority, Republic of Ghana.
- Nishi, Sah, A. K., Kumar, S. & Kumar, R. (2009). Empirical Assessment of Farmers' Satisfaction: A Case Study of Pradeshik Cooperative Dairy Federation (PCDF). *Journal of Community Mobilisation & Sustainable Development*. Vol. 4 (1).
- Nyantakyi-Frimpong, H. (2013). *Food Security in Northern Ghana: Policy Issues in Historical and Contemporary Contexts*. *African Portal Backgrounder*, No. 62.
- Ogunleye, K. Y., Adeola, R. G. & Ibigbami, I. O. (2008). *Gender Roles in Cassava Processing Activities among Processors in Ogo-Oluwa Local Government Area of Oyo State*. Department of Agricultural Economics and Extension, Ladoké Akintola University of Technology, Ogbomoso, Nigeria. *International Journal of Agricultural Economics & Rural Development- 1(1): 2008*.
- Ogunniyi, L. T., Ajao, O. A. & Adeleke, O. A. (2012). Gender Comparison in Production and Productivity of Cocoa Farmers in Ile Oluji Local Government Area of Ondo State, Nigeria. *Global Journal of Science Frontier Research Agriculture & Biology*, 12(5), 58-64. Online ISSN: 2249-4626 & Print ISSN: 0975-5896. Global Journals Inc. Publishers, USA.
- Onwuegbuzie, A. J. & Leech, N. L. (2007). Sampling Designs in Qualitative Research: Making the Sampling Process More Public. *The Qualitative Report*, 12(2), 238- 254.
- Owens, L. K. (2002). Introduction To Survey Research Design. *SRL Fall Seminar Series*: Survey Research Laboratory.
- Parker, C. & Matthews, B. P. (2001). Customer Satisfaction: Contrasting Academic and Consumers' Interpretations. *Marketing Intelligence & Planning*, 19(1), 38-44.

- Pertev, R.(1994). *The Role of Farmers and Farmers' Organizations*. In: Plaza, P. (ed.). *La Vulgarisation, Composante du Développement Agricole et Rural : Actes du Séminaire de Grenade*. Montpellier : CIHEAM. pp. 27- 31.
- Pettitt, R. T. (2007). *Revisiting Michels' 'Iron Law of Oligarchy': An Examination of Membership Influence in Political Parties*. School of Social Science, University of Manchester, UK.
- Pretoria Department of Agriculture (2000). *What is a Cooperative?* Book One. Consortium Publishers. ISBN 1-86871-093-9
- Puplampu, K. (1999). The State, Agricultural Policies and Food Security in Ghana (1983-1994). *Canadian Journal of Development Studies/ Revue canadienne d'études du développement*, 20(2), 337- 359, DOI : 10.1080/02255189.1999.9669835.
- Rijk, A. G. (2012). *Agricultural Mechanization Strategy*. United Nations Centre for Sustainable Agricultural Mechanization, Bangkok.
- Russo, C., Weatherspoon, D.D. Peterson, C. H. & Sabbatini, M. (2000). Effects of Managers' Power on Capital Structure: A Study of Italian Agricultural Cooperatives. *International Food and Agribusiness Management Review*. Vol. 3(1). pp. 27-39.
- Salifu, A., Funk, R. L., Keefe, M., & Kolavalli, S. (2012). *Performance of Farmer-Based Organisations in Ghana*. Transforming Agriculture Conference, 8- 9 November, 2012, Discussion Note # 007. Ghana Strategy Support Programme, IFPRI, Accra.
- Salifu, A., Funk, R. L., Keefe, M., & Kolavalli, S. (2012). *Farmer Based Organisations in Ghana*. IFPRI Working Paper 31. Ghana Strategy Support Programme, IFPRI, Accra.
- Scoones, I. and Thompson, J. (ed.) (2009). *Farmer First Revisited: Innovation for Agricultural Research and Development*. Practical Action Publishing Ltd. UK

- Stockbridge, M., Dorward, A. & Kydd, J. (2003). *Farmer Organisations for Market Access: Learning From Success*. SDC Briefing Paper. Swiss Development Corporation: Bern.
- Stretch, B. (2009). *Essentials of Organisational Behaviour*, 9th ed. Chapter 11. New York Publishers.
- Thompson, J., Teshome, A., Hughes, D., Chirwa, E. & Omiti, J. (2009). *The Seven Habits of Highly Effective Farmers' Organisations*. Policy Brief 032. Future Agricultures Consortium Secretariat, University of Sussex, UK.
- Truman, D.B. (1947). *The Governmental Process: Political Interests and Public Opinion*. New York: Knopf
- UNESCO (2006). Capacity Building. In *Guidebook for Planning Education in Emergencies and Reconstruction*. International Institute for Educational Planning, Paris. ISBN: 92- 803-1288- X
- Viola, M. T. (2012). *We Are Up To The Job*. In *Farming Matters: Small Scale Agriculture for a Sustainable Society*. 28(3), ISSN: 2210-6499.
- Voiculescu, A., Belu, N., Parpandeu, E. D., & Rizea, I. C. (2010). *The Impact of External Environment on Organizational Development Strategy*. Constantin Brâncoveanu University. MPRA Paper No. 26303.
- Wambura, R. M., Rutatora, D. F., Oygard, R., Shetto, M. & Ishumi, O. (2007). The Experience of Small Farmer Group (SFG) Organisations in Promoting Agricultural Extension in Tanzania. *South African Journal of Agricultural Extension*, 36, 39- 52. ISSN 0301603X.
- Wanyama, F. O. (2012). *Cooperatives for African Development: Lessons from Experience*. Maseno University, Kenya.

- Wayne, M. (2011). *Strengthening Business- Oriented FBOs*. Engineers Without Borders (EWB), Canada.
- World Bank (2007). *2008 World Development Report: Agriculture for Development*. World Bank: Washington, D. C.
- World Bank, IFAD & FAO (2009). *Gender in Agriculture Sourcebook*. The International Bank for Reconstruction and Development/ The World Bank, Washington DC.
- Yi, Y. & La, S. (2004). What Influences the Relationship Between Customer Satisfaction and Repurchase Intention? Investigating the Effects of Adjusted expectations and Customer Loyalty. *Psychology and Marketing*, 21(5), 351-373. DOI: 10.1002/mar.2009, Wiley Periodicals Incorporated. Retrieved on 11th February, 2015.
- Zawojksa, A. (2006). *Who, Why and How: Problems of Farmers' Interest Representation in Poland*. Studies on the Agricultural and Food Sector in Central and Eastern Europe 33, 252- 267.
- Zeuli, K. A. & Cropp, R. (2010). *Cooperatives: Principles and Practices in the 21st Century*. University of Wisconsin Extension- Madison, Publication A1457

APPENDICES

APPENDIX I: QUESTIONNAIRE FOR FARMERS

Questionnaire no. :.....

QUESTIONNAIRE FOR APFOG FARMERS

Name of Farmer: Date:

Sex:..... Town:..... District:

Region: Group name:

A. Group Membership Information:

1. How long have you been a farmer (/fisherman)?
2. Farm size:
3. What kind of crops do you grow?
.....
4. How long have you been a member of this group?
.....
5. How often do you attend meetings?
Weekly [] Every fortnight [] Monthly [] Twice in a year [] Every quarter [] Yearly []
Other [].....
6. Is there anything that identifies you as a member of this group?
Membership card [] Dues card [] Other []
7. How are your leaders chosen?
Elected [] Recommended [] Imposed []
8. How are decisions taken at meetings?
Voting [] Imposed [] Other []
9. How and when do you decide on agenda for next meeting?
Randomly [] Decided at previous meeting [] Just raised at meeting []
10. Why did you join the group?
.....
.....
11. Have your reasons for joining the group been met?
Yes [] how?
.....
.....No [] why?

.....
.....
12. In what way have your leaders/ executives helped the group?
.....
.....

13. Would you attribute these benefits to your membership in this group?

Yes [] No []

14. Does your group have a bank account?

Yes [] No [] Do not know []

15. Do you pay dues? Yes [] No []

16. If you do, how much do you pay in a year?

If no, why?
.....

17. What are the dues used for?
.....
.....

18. Are the details of the accounts of the group read to the group?

Yes [] No []

19. How often are the accounts read?

Monthly [] Quarterly [] Annually [] Other []

20. How have your local leaders helped in solving the challenges you faced as a member of the group?
.....

21. How do you get information to your group leaders/ executives?

At meetings [] Face-to-face [] Phone calls [] Home visits []

Other []

22. Describe your relationship with your group executives
.....

B. ApFOG Membership Information:

23. Is your group a part of any national organisation?

Yes [] No [] Don't know []

24. What is the name of the National Organisation that your group is a part of?
.....

25. Is there anything that identifies you as a member of ApFOG?

Membership card/ booklet [] Dues card/ booklet [] Other []

26. Have the national executives/ leaders visited your group before?

Yes [] No []

27. How often do the National executives visit?

Very often [] Often [] Occasionally [] Rarely [] Never []

28. Has your zonal coordinator visited your group before?

Yes [] No []

29. How often does he visit?

Very often [] Often [] Occasionally [] Rarely [] Never []

30. How do you expect the National Organisation to meet your needs in the ff areas?

Activities	Expectations	Rank
Farm Level Operations		
Access to quality seeds		
Access to labour		
Access to irrigation facilities		
Maintenance of farm machinery		
Above Farm Level Operations		
Land acquisition		
Farming information/ training (extension services)		
Access to fertilizers and other chemical inputs		
Access to credit/ financial facilities		
Access to farm equipments		
Access to harvesting equipments		
Access to storage facilities		
Access to ready markets		
Transportation to markets		
Pricing of crops		

(*Ranking: 1- Unimportant 2- Moderately important 3- Neither 4- Important 5- Very important)

31. Have there been any interventions from other organisations (including NGOs)?

Yes [] No []

32. These interventions include:

.....
.....

33. Do you know the source(s) of these interventions?

Yes []

No []

34. Satisfaction with Apex Organisation Meeting Expectations:

On a scale of 1-5 how would you rate the work of the Apex farmer organisation in the following areas with regards to your expectations in these areas:

Activities	Satisfaction level
Farm Level Operations	
Access to quality seeds	
Access to labour	
Access to irrigation facilities	
Maintenance of farm machinery	
Above Farm Level Operations	
Land acquisition	
Farming information/ training (extension services)	
Access to fertilizers and other chemical inputs	
Access to credit/ financial facilities	
Access to farm equipments	
Access to harvesting equipments	
Access to storage facilities	
Access to ready markets	
Transportation to markets	
Pricing of crops	

***Likert scale: Very dissatisfied [1] Dissatisfied [2] Neither [3] Satisfied [4] Extremely satisfied [5]**

C. Communication and Relationship with ApFOG:

35. How do you share information with other group members?

At meetings [] Face-to-face [] Phone calls [] Home visits []

Other []

36. How do you get information across to the national organisation?

.....
.....

37. How have your local leaders helped in solving the challenges you faced as a member of the group?

.....
.....

38. Have you been involved in any policy formulation or advocacy activities?

Yes [] No []

If yes, what kind of policies or advocacy issues?

.....

If no, why?

.....
.....
39. Do you know of any policies or advocacy or negotiations that have been made on your behalf as a farmer by ApFOG?

Yes []

No []

40. What policies would you like changed or adjusted on your behalf?

.....
.....

41. How have the national leaders helped in solving your challenges as a farmer?

.....
.....

42. How has your zonal coordinator helped in solving your challenges as a farmer?

.....
.....

43. Describe your relationship with your national executives

.....

44. Describe your relationship with your zonal coordinator

.....

45. What are your perceptions about ApFOG?

Questionnaire No.:

QUESTIONNAIRE FOR GCCSFA FARMERS

Name of Farmer:..... Date:

Sex:..... Town:..... District:

Region:..... Group name:

A. Group Membership Information:

1. How long have you been a farmer?

2. Farm size:

3. How long have you been a member of this group?

.....

4. How often do you attend meetings?

Weekly [] Every fortnight [] Monthly [] Twice in a year [] Every quarter []

Yearly [] Other []

5. Is there anything that identifies you as a member of this group?

Membership card [] Dues card [] Other []

6. How are your leaders chosen?

Elected [] Recommended [] Imposed []

7. What are the criteria for selecting the chief farmer?

.....

.....

8. How are decisions taken at meetings?

Voting [] Imposed [] Other []

9. How and when do you decide on agenda for next meeting?

Randomly [] Decided at previous meeting [] Just raised at meeting []

10. Why did you join the group?

.....

11. Have your reasons for joining the group been met?

Yes [] how?

..... No [] why?

.....

.....

12. In what way have your leaders/ executives helped the group?

.....

.....

13. Would you attribute these benefits to your membership in this group?

Yes [] No []

14. Does your group have a bank account?

Yes [] No [] Do not know []

15. Do you pay dues? Yes [] No []

16. If you do, how much do you pay in a year?

If no, why?

.....

.....

17. What are the dues used for?

.....
.....
18. Are the details of the accounts of the group read to the group?

Yes [] No []

19. How often are the accounts read?

Monthly [] Quarterly [] Annually [] Other []

20. How have your group leaders/ executives helped in solving the challenges you faced as a member of the group?

.....
.....
21. How do you get information to your group leaders/ executives?

At meetings [] Face-to-face [] Phone calls [] Home visits []

Other []

22. Describe your relationship with your group executives

.....
B. GCCSFA Membership Information:

23. Is your group a part of any national organisation?

Yes [] No [] Don't know []

24. What is the name of the National Organisation that your group is a part of?

.....
25. Is there anything that identifies you as a member of GCCSFA?

Membership card/ booklet [] Dues card/ booklet [] Other []

26. Have the national executives/ leaders visited your group before?

Yes [] No []

27. How often do the National executives visit?

Very often [] Often [] Occasionally [] Rarely [] Never []

28. Has your Regional chief farmer visited your group before?

Yes [] No []

29. How often does he visit?

Very often [] Often [] Occasionally [] Rarely [] Never []

30. Has the District chief farmer visited your group before?

Yes [] No []

31. How often does he visit?

Very often [] Often [] Occasionally [] Rarely [] Never []

32. How do you expect the National Organisation to meet your needs in the ff areas?

Activities	Expectations	Rank
Farm Level Operations		
Access to quality seeds		
Access to labour		
Maintenance of farm machinery		
Above Farm Level Operations		
Land acquisition/ issues		
Farming information/ training (extension services)		
Access to fertilizers and other chemical inputs		
Access to credit/ financial facilities		
Access to farm equipments		
Access to storage facilities		
Access to ready markets		
Pricing of crops		

(*Ranking: 1- Unimportant 2- Moderately important 3- Neither 4- Important 5- Very important)

33. Have there been any interventions from other organisations (including NGOs)?

Yes [] No []

34. These interventions include:

.....

.....Do you

know the source(s) of these interventions?

Yes []

No []

B. Satisfaction with Apex Organisation Meeting Expectations:

On a scale of 1-5 how would you rate the work of the Apex farmer organisation in the following areas with regards to your expectations in these areas:

Activities	Satisfaction level
Farm Level Operations	
Access to quality seeds	
Access to labour	
Maintenance of farm machinery	
Above Farm Level Operations	
Land acquisition/ issues	
Farming information/ training (extension services)	
Access to fertilizers and other chemical inputs	
Access to credit/ financial facilities	
Access to farm equipments	
Access to storage facilities	
Access to ready markets	
Pricing of crops	

***Likert scale: Very dissatisfied [1] Dissatisfied [2] Neither [3] Satisfied [4] Extremely satisfied [5]**

C. Communication and Relationship with GCCSFA:

35. How do you share information with other group members?

At meetings [] Face-to-face [] Phone calls [] Home visits []

Other []

36. How do you get information across to the national organisation?

.....
.....

37. Have you been involved in any policy formulation or advocacy activities?

Yes [] No []

If yes, what kind of policies or advocacy issues?

.....
.....

If no, why?

.....
.....

Do you know of any policies or advocacy or negotiations that have been made on your behalf as a farmer by GCCSFA?

Yes []

No []

38. What policies would you like changed or adjusted on your behalf?

.....
.....

39. How have the national leaders helped in solving your challenges as a farmer?

.....
.....

40. How have your Regional chief executives helped in solving your challenges as a farmer?

.....
.....

41. How have your district executives helped in solving your challenges as a farmer?

.....
.....

42. Describe your relationship with your national executives

.....

43. Describe your relationship with your regional executives

.....

44. Describe your relationship with your district executives

.....

45. What are your perceptions about GCCSFA?

Questionnaire no. :.....

QUESTIONNAIRE FOR PFAG FARMERS

Name of Farmer: Date:

Sex:..... Town:..... District:

Region:..... Group name:

A. Group Membership Information:

1. How long have you been a farmer?

2. Farm size:

3. What kind of crops do you grow?

.....

4. How long have you been a member of this group?

.....

5. How often do you attend meetings?

Weekly [] Every fortnight [] Monthly [] Twice in a year [] Every quarter []

Yearly [] Other [].....

6. Is there anything that identifies you as a member of this group?

Membership card [] Dues card [] Other []

7. How are your leaders chosen?

Elected [] Recommended [] Imposed []

What are the criteria?

.....

.....

8. How are decisions taken at meetings?

Voting [] Imposed [] Other []

9. How and when do you decide on agenda for next meeting?

Randomly [] Decided at previous meeting [] Just raised at meeting []

10. Why did you join the group?

.....
.....
.....

11. Have your reasons for joining the group been met?

Yes [] how?

.....
.....

No [] why?

.....
.....

12. In what way have your leaders/ executives helped the group?

.....
.....

13. Would you attribute these benefits to your membership in this group?

Yes [] No []

14. Does your group have a bank account?

Yes [] No [] Do not know []

15. Do you pay dues? Yes [] No []

16. If you do, how much do you pay in a year?

If no, why?

.....

17. What are the dues used for?

.....
.....

18. Are the details of the accounts of the group read to the group?

Yes [] No []

19. How often are the accounts read?

Monthly [] Quarterly [] Annually [] Other []

20. How have your group leaders helped in solving the challenges you faced as a member of the group?

.....
.....

21. How do you get information to your group leaders/ executives?

At meetings [] Face-to-face [] Phone calls [] Home visits []

Other []

22. Describe your relationship with your group executives

.....
.....

23. Are you a part of any other farmer group?

Yes []

No []

B. PFAG Membership Information:

24. Is your group a part of any national organisation?

Yes [] No [] Don't know []

25. What is the name of the National Organisation that your group is a part of?

.....

26. Is there anything that identifies you as a member of PFAG?

Membership card/ booklet [] Dues card/ booklet [] Other []

27. Have the national executives/ leaders visited your group before?

Yes []

No []

28. How often do the National executives visit?

Very often []

Often []

Occasionally []

Rarely []

Never []

29. Has your Focal Person visited your group before?

Yes []

No []

30. How often does he visit?

Very often []

Often []

Occasionally []

Rarely []

Never []

31. How do you expect the National Organisation to meet your needs in the ff areas?

Activities	Expectations	Rank
Farm Level Operations		
Access to quality seeds		
Access to labour		
Access to irrigation facilities		
Maintenance of farm machinery		
Above Farm Level Operations		
Land acquisition		
Farming information/ training (extension services)		
Access to fertilizers and other chemical inputs		
Access to credit/ financial facilities		
Access to farm equipments		
Access to harvesting equipments		
Access to storage facilities		
Access to ready markets		
Transportation to markets		
Pricing of crops		

(*Ranking: 1- Unimportant 2- Moderately important 3- Neither 4- Important 5- Very important)

32. Have there been any interventions from other organisations (including NGOs)?

Yes []

No []

33. These interventions include:

.....

.....

34. Do you know the source(s) of these interventions?

Yes [].....

No []

35. Satisfaction with Apex Organisation Meeting Expectations:

On a scale of 1-5 how would you rate the work of the Apex farmer organisation in the following areas with regards to your expectations in these areas:

Activities	Satisfaction level
Farm Level Operations	
Access to quality seeds	
Access to labour	
Access to irrigation facilities	
Maintenance of farm machinery	
Above Farm Level Operations	
Land acquisition	
Farming information/ training (extension services)	
Access to fertilizers and other chemical inputs	
Access to credit/ financial facilities	
Access to farm equipments	
Access to harvesting equipments	
Access to storage facilities	
Access to ready markets	
Transportation to markets	
Pricing of crops	

*Likert scale: Very dissatisfied [1] Dissatisfied [2] Neither [3] Satisfied [4] Extremely satisfied [5]

C. Communication and Relationship with ApFOG:

34. How do you share information with other group members?

At meetings [] Face-to-face [] Phone calls [] Home visits []

Other []

35. How do you get information across to the national organisation?

.....
.....

36. How have your local leaders helped in solving the challenges you faced as a member of the group?

.....
.....

37. Have you been involved in any policy formulation or advocacy activities?

Yes [] No []

If yes, what kind of policies or advocacy issues?

.....
.....

If no, why?

.....
.....

38. Do you know of any policies or advocacy or negotiations that have been made on your behalf as a farmer by ApFOG?

Yes [].....

No []

39. What policies would you like changed or adjusted on your behalf?

.....
.....

40. How have the national leaders helped in solving your challenges as a farmer?

.....
.....
41. How has your focal person helped in solving your challenges as a farmer?

.....
.....
42. Describe your relationship with your national executives

.....
43. Describe your relationship with your focal person

.....
44. What are your perceptions about ApFOG?

APPENDIX II: Questionnaires for Apex Organisations

QUESTIONNAIRE FOR APEX SECRETARIATS

What are your responsibilities to the various farmers' groups under your organisation?

.....

.....

What roles do you play in the various farmers groups?

.....

.....

How often do you visit the various farmer groups under your organisation?

.....

What are the needs of the farmers within your organisation?

.....

.....

.....

Do you think that as an organisation, you are meeting the needs of the farmers under your organisation?

Yes [] How?

.....

.....

..... No [] Why?

..... How do you think the farmers expect you to meet their needs in the following areas and how important is it to them?

Activities	Expectations	Rank
Farm Level Operations		
Access to quality seeds		
Access to labour		
Access to irrigation facilities		
Maintenance of farm machinery		
Above Farm Level Operations		
Land acquisition/ issues		
Farming information/ training (extension services)		
Access to fertilizers and other chemical inputs		
Access to credit/ financial facilities		
Access to farm equipments		
Access to harvesting equipments		
Access to storage facilities		

Access to ready markets		
Transportation to markets		
Pricing of crops		

(*Ranking: 1- Unimportant 2- Moderately important 3- Neither 4- Important 5- Very important)

1. How have you met the needs of the farmers" in the following areas?

Activities	Way of Meeting Need
Access to quality seeds	
Access to labour	
Access to irrigation facilities	
Maintenance of farm machinery	
Land acquisition/ issues	
Farming information/ training (extension services)	
Access to fertilizers and other chemical inputs	
Access to credit/ financial facilities	
Access to farm equipments	
Access to harvesting equipments	
Access to storage facilities	
Access to ready markets	
Transportation to markets	
Pricing of crops	

2. How satisfied do you think the farmers" were when you met their needs in the ff areas?

Activities	Satisfaction level
Access to quality seeds	
Access to labour	
Access to irrigation facilities	
Maintenance of farm machinery	
Above Farm Level Operations	
Land acquisition/ issues	
Farming information/ training (extension services)	
Access to fertilizers and other chemical inputs	
Access to credit/ financial facilities	
Access to farm equipments	
Access to harvesting equipments	
Access to storage facilities	
Access to ready markets	
Transportation to markets	
Pricing of crops	

*Likert scale: Very dissatisfied [1] Dissatisfied [2] Neither [3] Satisfied [4] Extremely satisfied [5]

3. What kind of issues have you advocated on for the farmers?

.....

.....

4. How were the farmers involved in selecting the issues advocated on?

.....

.....

5. What policies you have influenced on behalf of the farmers?

.....

.....

6. How were the farmers" involved?

.....

.....

7. Are there any policies you think farmers" would like the organisation to influence on their behalf?

Yes [] Which ones?

.....

.....

.....

No []

8. How do you communicate with the various farmers" and farmers" groups?

.....

.....

9. How do the farmers" groups communicate with the organisation?

.....

APPENDIX III : QUESTIONNAIRE FOR ORGANISATIONAL LINKS

ApFOG Zonal Coordinator

Questionnaire no. :

ApFOG Zonal Coordinators' Questionnaire

Name:..... **Date :**

Location :.....

Regions (and areas) under jurisdiction :

.....
.....
.....

What do you know about ApFOG ?

.....
.....
.....

What are the aims, objectives and mission of the organisation?

.....
.....
.....

A. Background of zonal coordinator (a little information about himself; education):

.....

.....

.....

1. Are you a farmer? Yes [] No []

2. What kind of crops/animals do you grow/rear?

.....

3. How long have you been the zonal coordinator?

.....

4. How did you become the zonal coordinator for these areas?

.....

5. Do you undergo any form of training to be able to take up these roles and responsibilities?

Yes [] No []

6. Are you given any form of training in:

Training	Yes	No	Relevance of training to work
Leadership skills			
Management			
Lobbying			
Group dynamics			

B. Farmers' Groups Information:

7. How many farmer groups are under your jurisdiction?

.....

8. Averagely, how many farmers are there in a group?

9. As a zonal coordinator, what are your responsibilities to the farmer groups?

.....

.....

10. What role do you play in the various farmer groups?

.....
.....
11. How often do you meet the farmer groups?

.....
12. Do the groups have bank accounts?

Yes [] No []

13. Are the groups required to make any financial contributions?

Yes [] No []

What for?

C. Expectations of Farmers' Groups:

14. What are the expectations of the farmer groups (of zonal coordinator and of ApFOG) in the various areas you coordinate?

(a) Zonal Coordinator

.....
.....

(b) ApFOG

.....
.....

15. In ranking these activities based on level of importance to farmers, how have you helped farmers in the following areas?

Activities	How	Rank
Farm Level Operations		
Access to quality seeds		
Access to labour		
Maintenance of farm machinery		
Above Farm Level Operations		
Land acquisition/ issues		
Farming information/ training (extension services)		
Access to fertilizers and other chemical inputs		
Access to credit/ financial facilities		

Access to farm equipments		
Access to storage facilities		
Access to ready markets		
Pricing of crops		

(*Ranking: 1- Unimportant 2- Moderately important 3- Neither 4- Important 5- Very important)

16. With regards to the markets, what kind of markets have you (organisation/ coordinator) linked the farmers to?

.....

17. Have there been any changes with the farmers' activities since you became the zonal coordinator for these areas?

Yes [] How?

.....

.....

No [] Why?

.....

18. How do the farmers expect that you meet their needs in the following areas:

Activities	Expectations
Farm Level Operations	
Access to quality seeds	
Access to labour	
Maintenance of farm machinery	
Above Farm Level Operations	
Land acquisition/ issues	
Farming information/ training (extension services)	
Access to fertilizers and other chemical inputs	
Access to credit/ financial facilities	
Access to farm equipments	
Access to storage facilities	
Access to ready markets	
Pricing of crops	

D. Communication and Relationship with Farmers' Groups:

19. How do you communicate with the various farmer groups outside meeting times?

.....

20. How many projects have you conducted on behalf of the farmers?

.....

Please name some of them.

.....

.....

21. How many of these projects did you do with the farmers?

Please list them:

.....

22. How did you come up with these projects?

.....

.....

23. How are the projects funded?

.....

24. Have you been involved in any advocacy issues on behalf of and with the farmers in your area?

Yes [] No []

What are some of the issues?

.....

.....

25. How were the farmers involved in the advocacy activities?

.....
.....
26. How did you decide on the issues to advocate on?

.....
.....
27. In your own view, what has been the impact of these advocacy activities?

.....
.....
28. Are there partners that help with the interventions you make in the farmer groups?

Yes []

No []

29. When the farmers have a problem that need national/ government intervention, how do you go about it?

.....
30. How do you relay information to the various farmers?

.....
.....
31. What are the specific challenges of the farmer groups you work with?

.....
.....
In your opinion, are you (as a zonal coordinator and as an organisation) meeting the farmers' expectations?

Yes [] How?

.....
No [] why?

.....
32. What is your relationship with the various farmers?

.....

E. Satisfaction of Farmers:

33. How satisfied do you think the farmers are with the way the organisation and the zonal coordinator have met their needs and expectations in the following areas:

Activities	Level of Satisfaction
Farm Level Operations	
Access to quality seeds	
Access to labour	
Maintenance of farm machinery	
Above Farm Level Operations	
Land acquisition/ issues	
Farming information/ training (extension services)	
Access to fertilizers and other chemical inputs	
Access to credit/ financial facilities	
Access to farm equipments	
Access to storage facilities	
Access to ready markets	
Pricing of crops	

A. *Likert scale: Very dissatisfied [1] Dissatisfied [2] Neither [3] Satisfied [4] Extremely satisfied [5]

Questionnaire for Community Chief Farmers

Name:..... Date :

Location :.....

Communities under jurisdiction :

.....

What do you know about GCCSFA ?

.....

.....

.....

What are the aims, objectives and mission of the organisation?

.....

..... How long have you
been a cocoa farmer?

.....

Farm size:

1. How long have you been a member of the cocoa farmers" group in your community?

.....

2. How did you become the chief farmer in your area?

.....

.....

3. What are the criteria for your selection as chief farmer?

-
-
4. As a chief farmer, what are your responsibilities to the cocoa farmers?

-
-
5. What role do you play in the various farmer groups?

..... Do you grow only cocoa? Yes []

No []

6. What other crops do you grow?

-
7. Are you a part of any other farmer group?

Yes []..... No []

8. Are you given any form of training to help you play your role as a chief farmer?

Yes [] No []

What kind of training are you given?

.....

.....

B. Farm Groups Information:

9. How many farmer groups are under your jurisdiction?

.....

10. Averagely, how many farmers are there in a group?

.....

11. How often do you meet the farmer groups?

Often [] Occasionally [] Rarely [] Other [].....

12. Since you became the chief farmer, how have you helped/ influenced the other cocoa farmers in your area?

.....

How do you communicate with the various farmer groups outside meeting times?

.....

Do the groups have bank accounts?

Yes [] No []

13. Are the groups required to make any financial contributions?

Yes [] No []

What for?

C. Expectation of farmer groups:

14. As a chief farmer, what do the cocoa farmers under your jurisdiction expect of you?

GCCSFA:

.....

Chief farmer:

.....

15. In ranking these, how do farmers expect you to meet these needs?

Activities	How	Rank
Supply of high quality seeds		
Access to inputs (fertilizer, chemicals)		
Land tenure/ acquisition issues		
Access to credit and financial facilities		
Access to information and extension		
Access to labour		
Access to mechanical inputs		
Access to storage facilities		
Access to post harvest information		
Access to markets		

Linking farmers to processors		
-------------------------------	--	--

(*Ranking: 1- Unimportant 2- Moderately important 3- Neither 4- Important 5- Very important)

16. Have you been involved in any advocacy issues on behalf of and with the farmers in your area?

Yes [] No []

What are some of the issues?

.....

17. How were the farmers involved in the advocacy activities?

.....

18. How did you decide on the issues to advocate on?

.....

In your own view, what has been the impact of these advocacy activities?

.....

Are there partners that help with the interventions you make in the farmer groups?

Yes []

No []

19. When the farmers have a problem that need national/ government intervention, how do you go about it? E.g. the galamsey issue

.....

D. Communication with groups:

20. How do you relay information to the various farmers?

.....

21. In ranking these, how satisfied are the farmers with your work?

Activities	Satisfaction level
Farm Level Operations	
Access to quality seeds	
Access to labour	
Access to irrigation facilities	
Maintenance of farm machinery	
Above Farm Level Operations	
Land acquisition	
Farming information/ training (extension services)	
Access to fertilizers and other chemical inputs	
Access to credit/ financial facilities	
Access to farm equipments	
Access to harvesting equipments	
Access to storage facilities	
Access to ready markets	
Transportation to markets	
Pricing of crops	

*Likert scale: Very dissatisfied [1] Dissatisfied [2] Neither [3] Satisfied [4] Extremely satisfied [5]

22. What are the specific challenges of the farmer groups you work with?

.....

23. In your opinion, are you (as a chief farmer) meeting the farmers' expectations?

Yes [] How?

.....
No [] why?

24. What are your general perceptions about GCCSFA?

B. PFAG Focal Persons

Questionnaire no. :

PFAG Focal Person Questionnaire

Name:..... **Date :**

Location :.....

Area under jurisdiction :.....

What do you know about PFAG ?

.....
.....

What are the aims, objectives and mission of the organisation?

.....
.....

A. Background of focal person (a little information about himself; education):

.....
.....

1. Are you a farmer? Yes [] No []

2. What kind of crops do you grow?

.....

3. How long have you been the focal person?

.....

4. How did you become the focal person for that area?

.....

.....

5. Do you undergo any form of training to be able to take up these roles and responsibilities?

Yes [] No []

6. Are you given any form of training in the following areas:

Training	Yes	No	Relevance of training to work
Leadership skills			
Management			
Lobbying			
Group dynamics			

B. Farmer Groups Information:

7. How many farmer groups are under your jurisdiction?

8. Averagely, how many farmers are there in a group?

9. How often do you meet the farmer groups?

Often [] Occasionally [] Rarely [] Never [] Other [].....

10. As a focal person, what are your responsibilities to the farmer groups?

.....

.....

11. Do the groups have bank accounts?

Yes [] No []

12. Are the groups required to make any financial contributions?

Yes [] No []

What for?

.....

C. Expectations of Farmers' Groups:

13. What do the farmer groups expect of you (organisation and focal person)?

(a) PFAG:

.....

.....

(b) Focal Person:

.....

.....

14. In ranking these activities of the farmers in order of importance to them, how have you been of help to the farmer groups in these regards:

Activities	How	Rank
Access to credit and financial facilities		
Access to information and extension		
Access to mechanical inputs		
Access to storage facilities		
Access to post harvest information		
Access to markets		

15. In your opinion as the focal person for the area, do you think that the achievements of PFAG in the area is a positive one?

Yes [] No [] Undecided [] Other [].....

D. Communication and Relationship with Farmers' Groups:

16. How do you communicate with the various farmer groups outside meeting times?

.....

17. Have you been involved in any advocacy issues on behalf of and with the farmers in your area?

Yes [☐] No [☐]

What are some of the issues?

.....

.....

18. How were the farmers involved in the advocacy activities?

.....

19. How did you decide on the issues to advocate on?

.....

20. In your own view, what has been the impact of these advocacy activities?

.....

.....

21. Are there partners that help with the interventions you make in the farmer groups?

Yes [☐]

No [☐]

22. When the farmers have a problem that need national/ government intervention, how do you go about it?

.....

.....

23. How do you relay information to the various farmers?

24. What are the specific challenges of the farmer groups you work with?

.....
.....

25. What are the expectations of the farmer groups you work with?

.....
.....

26. In your opinion, are you (as a focal person and as an organisation) meeting the farmers' expectations?

Yes [] How?

.....
.....

No [] why?

.....

27. What is your relationship with the farmers?

Professional [] Friendly [] Personal [] Other [].....

28. What are your perceptions of the various farmer groups you work with?

.....
.....

29. What are your perceptions about PFAG?